

# Neighborhood Planning for Community Revitalization

PREPARED FOR PEOPLE OF PHILLIPS  
**An Employment and Business Survey  
in the Phillips Neighborhood**

SEPTEMBER 26, 1996

A CONSORTIUM PROJECT OF: Augsburg College; College of St. Catherine; Hamline University; Higher Education Consortium for Urban Affairs; Macalester College; Metropolitan State University; Minneapolis Community College; Minneapolis Neighborhood Revitalization Program; University of Minnesota (Center for Urban and Regional Affairs; Children, Youth and Family Consortium; Minnesota Extension Service); University of St. Thomas; and Minneapolis community and neighborhood representatives.

## **CURA RESOURCE COLLECTION**

Center for Urban and Regional Affairs  
University of Minnesota  
330 Humphrey Center

### **An Employment and Business Survey in the Phillips Neighborhood**

prepared by Noriko Asada  
September 28, 1996

September, 1996

The Neighborhood Planning for Community Revitalization (NPCR) supported the work of the author of this report but has not reviewed it for publication. The content is solely the responsibility of the author and is not necessarily endorsed by the NPCR.

The NPCR is coordinated by the Center for Urban and Regional Affairs at the University of Minnesota and is funded in part by an Urban Community Service Program grant administered by the U.S. Department of Education.

NPCR  
330 HHH Center  
301 19th Avenue South  
Minneapolis, MN 55455

Phone: (612) 625 - 1020  
e-mail: [nelso193@maroon.tc.umn.edu](mailto:nelso193@maroon.tc.umn.edu)

## TABLE OF CONTENTS

ACKNOWLEDGEMENT .....	2
EXECUTIVE SUMMARY .....	3
INTRODUCTION .....	6
PROJECT DESCRIPTION .....	7
PROJECT GOALS AND EXPECTED OUTCOMES .....	7
PROJECT PROCESS .....	7
PROFILE OF THE PHILLIPS BUSINESS COMMUNITY.....	10
PRELIMINARY RESEARCH FINDINGS .....	10
SURVEY FINDINGS .....	12
RECOMMENDATIONS AND CONCLUDING REMARKS.....	22
CURRENT EMPLOYMENT OPPORTUNITIES WITHIN PHILLIPS .....	23
EDUCATION AND TRAINING FOR EMPLOYMENT OPPORTUNITIES IN PHILLIPS .....	24
BUSINESS ACTIVITIES IN PHILLIPS .....	24
REVITALIZATION OF THE COMMERCIAL AREA IN PHILLIPS .....	25
APPENDICES.....	i

## ACKNOWLEDGEMENT

This project was supported by the Neighborhood Planning for Community Revitalization (NCPR) program at the University of Minnesota. The NPCR was initiated by the Center of Urban and Regional Affairs (CURA) and funded by the U.S. Department of Education Urban Community Service Program. My task was to provide research assistance to People of Phillips (POP) where this project took place, an organization which is involved in the Neighborhood Revitalization Program (NRP). Many people have been extremely helpful and supportive in my completion of this project, including members of Employment Advisory Committee, staff at POP, Steve Olson, Sam Grant, Dale Means, Anne Arthur, Vince Holschbach, Linda Harris, Bill McMahon, Ralph Bruins, Ken Meter, and Lee Munich. I also greatly appreciate all the survey participants for their valuable time, information, and insights during the survey.

## EXECUTIVE SUMMARY

The purpose of this survey research project is to create a database and a profile of the Phillips economic community. The primary objective of the project was to obtain employment information and business activities of non- and for-profit organizations in the Phillips Neighborhood for the People of Phillips and the Employment Advocacy Committee with the main agenda to increase employment opportunities of the Phillips residents in the neighborhood.

The preliminary research tried to identify business organizations in the Phillips Neighborhood and their characteristics in terms of sector and size. More than 500 non- and for-profit organizations were housed within Phillips in 1995. Two thirds of them employ fewer than 10 workers and/or have annual sales volume of less than half a million dollars. Many of them are retailers and medical service organizations. Uniquely, there is a cluster of medical service organizations of various sizes.

The comprehensive survey was designed to identify:

- current employment opportunities with an emphasis on jobs at and closer to entry level;
- training and apprenticeship opportunities;
- economic and non-economic linkages of organizations;
- future perspectives of economic activities and job openings.

A survey sample included all organizations employing 10 or more people due to a focus on employment related issues as well as organizations engaging in construction, manufacturing, transportation and utilities, wholesale sales, finance and real estate, and engineering, accounting and management services due to their strong potential economic linkages. As a result, a total of 334 organizations were sampled. Ninety seven organizations participated, 32 declined participation, and another 34 have already moved out of Phillips or closed down. Most of the large employers were included in the survey. Forty nine organizations have not returned the mail survey at the time of this analysis. The survey could not reach contact persons at the rest of the organizations. The survey discovered:

### *Current Employment*

- More than ten thousand jobs exist in Phillips. About 1,400 of them, or 13%, are entry positions with the starting wage of \$4.5/hour to \$9.99/hour. Almost two thirds are service jobs. More than 40% are union members, especially employees in medical service, large manufacturing organizations, and engineers.
- Non-entry positions and their starting salary vary widely depending on the organization, the position, and the experience of the job applicant. Most jobs require some prior experience in

a related field. A requirement for computer experience is becoming important, especially in clerical or office assistant positions since more offices are equipped with computer systems.

- Two-thirds offer health benefits and one-thirds provide retirement benefits. More benefits are offered by larger or medical service organizations. On-the-job training is commonly provided by organizations in Phillips. Most organizations place advertisements in newspapers for job openings, while 27% notify job placement agencies in the neighborhood.
- Only 5% of total employees currently live in Phillips. Many employers appreciate Phillips residents as workers because of their proximity to work and their familiarity with the neighborhood. However, some of them pointed out that job applicants from the neighborhood tend to lack the qualifications required for the position.
- More than a quarter offer apprenticeship or internship opportunities, mostly for college students. However, more than a third are willing to work with job placement agencies to provide such opportunities for Phillips youth and adult job seekers.

#### *Business Activities*

- Many organizations in Phillips purchase various product inputs, including office, computer, and food supplies, outside the neighborhood.
- Their main customers tend to be located within the greater Metro Area. Small retailers, medical and social service organizations provide their services for residents and workers within Phillips. No strong economic linkages exist within Phillips.
- Some non-economic linkages exist among medical and social service organizations. More than a third of organizations participated in neighborhood business associations. A third of organizations, mostly medical, and social service sector and small businesses, cooperate with others in product development, marketing, training of workers, purchase of inputs, and client referrals.
- A strong advantage of the Phillips Neighborhood is its location: its proximity to downtown, its easy access to highways and other transportation, and its central location in the Metro Area. On the other hand, organizations are concerned about persisting high crime rates and safety issues in the neighborhood as well as the negative image of non-Phillips residents or workers of the Phillips Neighborhood.

#### *Future Perspectives*

- Half of the respondent predicted expansion of their organizations over the next 10 years. Most are also planning to hire more people, an increase over the past 5 years. At least 200 various jobs will be created, some positions at entry level positions. Also, some organizations are continually hiring people.

Recommendations for the next steps toward community and economic development in the Phillips Neighborhood are as follows:

- Conduct an employment survey of business outside Phillips within walking distance of the residents. Identify the employment opportunities at or close to entry level in order to meet the need of Phillips job seekers.
- Establish long-term bilateral relationships with employers so as to provide education and training required for existing jobs in Phillips. Start with survey respondents who have continual or immediate job openings and those who are willing to work with neighborhood agencies and conduct in-depth interviews with them regarding detailed qualifications for available jobs.
- Disseminate information on business organizations in Phillips so that they can know more about each other. Encourage interaction among firms on non-economic issues such as neighborhood concerns as a first step toward inter-firm cooperation.
- Conduct in-depth interviews with small businesses in the neighborhood to identify their common growth constraints and interests in cooperation.
- Cooperate with other community organizations within or around the neighborhood to share information and experience and cooperate on community economic development.



## INTRODUCTION

Phillips is the neighborhood surrounded by Highway I-94 on the north, 35W on the east, East Lake Street on the south, and Hiawatha Avenue on the west side. It is the largest neighborhood in Minneapolis with 48% of over 17,000 Phillips residents living under poverty according to the "Minnesota Department of Economic Security data" in 1995. A high unemployment rate, 18% as opposed to 3.4% for the city of Minneapolis, is one of the main contributing factors for the persistent poverty. There is a causal relationship between high unemployment and educational attainment in Phillips. A third of the ten thousand residents over 24 years old have no degree compared with 18% in the city as a whole. Approximately one quarter have only a high school diploma or GED. Thus, there is a strong need for entry level employment opportunities<sup>1</sup> for this segment of the population. Also, only 3.2% of the Phillips working population walks to their workplace. This indicates that only a portion of the Phillips residents work within the neighborhood even though Phillips houses over 500 non- and for-profit organizations.

This survey research project was conducted in order for People of Phillips (POP) and the Employment Advisory Committee to better understand business organizations in the Phillips Neighborhood. POP is a community-based neighborhood organization in Phillips with the mission to build a socially and economically vital community by using its resources to meet current and future needs. One of its goals is to establish a sustainable economy within the Phillips Neighborhood by assisting local business development and providing both job seekers and employers with support for job development and placement efforts. As a subsection of POP, the Employment Advisory Committee is composed of the staff of job placement agencies and several business representatives. The focus of the committee includes increasing employment of Phillips residents, creating child care related employment, and providing support services for employment as a part of Neighborhood Revitalization Program (NRP) plan.

---

<sup>1</sup> An entry level job is one which requires little education, skills, or prior experience.

## **PROJECT DESCRIPTION**

### **Project Goals and Expected Outcomes**

The goals of the project are to compile a database of employment information and business activities for existing business organizations in Phillips and to create a descriptive profile of the Phillips business community. These outputs will assist POP and the Employment Advisory Committee in achieving the following agenda:

- to understand existing jobs and business activities;
- to identify specific education and training required for available employment in order to evaluate and improve current job training services and programs;
- to identify the needs of local businesses regarding resources required for their business operations;
- to revitalize commercial corridors such as East Lake Street and East Franklin Avenue within Phillips.

### **Project Process**

#### **1. Interview stakeholders**

In order to create a database and a profile of the Phillips business community with little existing related information, a comprehensive survey of business organizations throughout Phillips was necessary. The project started with interviewing stakeholders and potential users of the outputs of the projects: job placement agencies, several local business associations, business representatives, and POP staff, in order to identify their interest in the survey as well as their insights on businesses within Phillips. The job placement agency staff expressed unanimous concerns over the availability of entry level jobs in Phillips. Several experienced survey researchers and economic development professionals were consulted regarding the methodology of the survey.

## 2. Preliminary research

A list of existing business organizations was obtained from "Minneapolis Metro Business Directory 1995 (American Business Marketing, 1995)". The directory provides the company name, Standard Industrial Certification (SIC) code, address, phone number, contact person and professional title, annual sale volume, and number of employees. The sales volume and numbers of employees are recorded into 11 scales. There were listed 543 for- and non-profit organizations in Phillips in 1995, although 9 of them were found to have gone out of business at this stage. The findings of the preliminary research are explained in detail in a profile of the Phillips business community.

## 3. Develop the questionnaire

Based on interviews with potential users, a draft questionnaire for the survey was created. Content was summarized as follows:

- currently existing jobs, including their qualifications and salary, with a focus of the entry level employment in the categories of manufacturing, driver, custodial, clerical/office assistant, computer operator, sales, shipping/warehouse, labor, mechanic/engineer, healthcare, and service;
- the human resource management including salary raise and promotion system;
- existing apprenticeship opportunities;
- current business activities such as supply, demand, competition, cooperation, and business environment;
- future perspectives on business activities and employment.

The questionnaire was reviewed by the Employment Advisory Committee members and survey researchers and then pretested with several business owners and executive directors. Since business personnel generally have strict time constraints on participating in a survey, it was felt that interviews should be limited to no more than 30 minutes in order to encourage participation. The final questionnaire included 35 multiple choice and open-ended questions and took approximately 25 minutes. Due to the strong interest of many potential users on the current and future employment information, the survey prioritized employment related questions if the survey participants were unable to answer all questions.

#### 4. Design the survey

The survey method decided upon was either phone or in-person interviews since mail surveys generally have low response rates and it is difficult to control for errors. Since contacting more than 500 business organizations was beyond the capacity of the research project given time and resource constraints, the target organizations needed to be narrowed down. Consulting with the Employment Advisory Committee, the target organizations for the survey included:

- all business organizations which employ 10 or more workers so as to identify employment opportunities for Phillips residents;
- all business organizations that engage in construction, manufacturing, transportation and utilities, wholesale sales, finance and real estate, and engineering, accounting and management services due to their strong potential economic linkages.

Two hundred fifty nine business organizations were identified within these categories (Priority 1). In addition, 20% of the organizations employing fewer than 5 people and 25% of those employing between 5 to 9 people in the retail sales, services, medical and health services, and nonprofit sectors were identified (Priority 2). As a result, 63 organizations were selected according to their sales volume code. If any of the organizations in Priority 2 had already moved out or closed down, they were to be replaced with existing organizations with similar employee and sales volume codes in the same sector. In total, 334 organizations were listed as the target organizations for the survey. This was a rather ambitious number considering the time constraints and the survey methods. The letter introducing the survey project was mailed out to these organizations prior to the survey.

#### 5. Conduct the survey

The implementation of the survey started with phone calls to "key persons," i.e., owners, presidents, executive directors, administrators, office managers, Human Resource staff, on the list to explain the project and ask for their participation through phone or in-person interviews. If they agreed, the phone interview was conducted or an appointment for the interview was set up at their convenience. An interview took 30 minutes on average. Thirty four organizations had moved out or their phone had been disconnected, indicating a business closure. Since 19 of those organizations were under Priority 2, they were replaced with other existing organizations.

As more phone calls were made, it became apparent that some people could not spend 30 minutes on the phone or in an in-person interview but that many of them expressed their willingness to respond to a mail survey. Thus, a mail survey was included to encourage greater cooperation. When business personnel agreed to fill out the mail survey, the cover letter, the questionnaire, and a self-addressed stamped envelop were mailed to them. The follow-up phone calls were made and the follow-up letters were sent in order to remind those who had not returned the information of the mail survey.

6. Create a database and analyze the result

Out of 334 organizations, 97 responded to the survey: 46 in-person interviews, 2 phone interviews, 48 mail surveys, and 1 fax survey. Thirty four had moved out or closed down. Another 32 organizations declined their participation for various reasons. Thus, the response rate was 29%. Excluding organizations that had moved out, closed down, or decided not to participate, the response rates increased to 36%. This response rate is average for survey research.

A database was designed and the survey responses were compiled. The Phillips business directory was also created. Analysis of the survey results was conducted with a focus on employment and business activities.

## **PROFILE OF THE PHILLIPS BUSINESS COMMUNITY**

### **Preliminary Research Findings**

The Minneapolis Metro Business Directory (American Business Marketing, 1995) listed 34,862 for- and non-profit organizations in Minneapolis in 1995. Five hundred forty three of them were located within the Phillips Neighborhood. The Phillips Neighborhood has only 1.6% of all City of Minneapolis organizations, even though Phillips is the largest and most centrally located neighborhood with several major commercial corridors as well as convenient highway access.

### *Economic Base*

As shown in Appendix A, in comparison to Minneapolis, Phillips has a higher proportion of organizations engaging in medical services, social services, and non-profit activities. Twenty six percent of organizations in Phillips provide medical services while fewer than a third, or 8% of organizations, do so in Minneapolis. This indicates the existence of a medical service cluster as a strong economic base in Phillips. Ten percent of all Phillips organizations are involved in social services, almost three times more than Minneapolis. This is not surprising, since Phillips is an economically disadvantaged neighborhood with high unemployment.

On the other hand, Phillips houses a lower proportion of firms engaging in the sectors of contract construction, manufacturing, wholesale and retail sales, FIRE (finance, insurance, and real estate), and engineering, accounting and management services. Particularly, sectors with more economic linkages such as construction and manufacturing, and those providing support services for business organizations, such as FIRE and engineering, accounting, and management services, are weak in Phillips compared to the city as a whole.

### *Size Distribution of Organizations*

Small-scale enterprise is generally defined as those employing fewer than 100 workers.<sup>2</sup> Medium-size enterprises employ between 100 and 999 people and large-size enterprises have more than 1,000 employees. As shown in Appendix B, in both the Phillips Neighborhood and the city of Minneapolis, business organizations are predominantly small.<sup>3</sup> The organizations employing fewer than 10 people account for 66% in Phillips and 70% in Minneapolis, more than two thirds of the whole organizations in the area. Most of these organizations in Phillips generated sales volume of less than half a million dollars a year.

Close to 30% of the business organizations in Phillips employ 10 to 99 people, while about one quarter do so in Minneapolis. Approximately 3% of the organizations are medium-sized, in Phillips, which is slightly less than that in all of Minneapolis. Annual sales volume of

---

<sup>2</sup> Some define small business as those employing fewer than 50, while the US Small Business Administration defines a small business as hiring fewer than 500.

those in Phillips was between 2.5 million and 10 million dollars in the early 1990s.

However, 0.6% of the organizations housed in Phillips employ more than 1,000 workers, which is four times higher than that in Minneapolis (only 0.12%). Two organizations with 5,000 to 9,999 employees in Minneapolis are both located in Phillips. In the early 1990s, the three large-scale organizations in Phillips generated over 500 million dollars annually.

In the Phillips Neighborhood, many small-scale organizations provide retail sales, medical services, and social services. As seen in Appendix C, more than a fifth of organizations employing fewer than 100 people offers medical services and about a fifth of them engages in retail sales. The existence of many small retail stores is common, since they do not require large starting capital or sophisticated expertise. However, it is unique that many small medical organizations exist within the area. Another ten percent provide social services in the area.

Size of organizations providing medical services varies in Phillips. Many medium-sized organizations provide medical services in the neighborhood and so do most of the large organizations. On the other hand, most retailers employ fewer than 100 people and no larger retailer exists in the neighborhood.

## Survey Findings

Out of 334 organizations this project targeted, 97 participated, 32 chose not to participate, and 34 have moved out of the Phillips Neighborhood or closed down. Thus, the response rate is 29%. Excluding the organizations which have moved out or closed down by the time of the survey and the ones that declined their participation, the response rate goes up to 36%. Also, one participant organization represented eight other organizations in Phillips since it handles their employment issues. Also, six participants, as parent organizations, spoke for another organization. Including them, 110 organizations participated and the response rate increases to 41%.

---

<sup>3</sup> The mean and other statistics are not available because the Minneapolis Metro Business Directory codified the number of employees into 11 scales.

One half of the 97 respondents chose interviews taking 30 minutes on average and the rest filled out the mail survey.<sup>4</sup> The majority of the survey respondents were top management officials of the organization. Since the survey was focused on the employment information, Human Resource personnel participated in the survey in some cases. More organizations might have participated if the survey was conducted in winter when business generally slows down. See Appendix D for the compiled raw survey responses.

### ***Overall Profile the Respondent Organizations***

Appendix E summarizes size and sector distribution of the survey respondent organizations in comparison with preliminary survey findings. One quarter of the respondents engaged in retail sales, 18% in manufacturing, 17% in medical services, and 16% in services. Compared to the overall sector distribution, a smaller percentage of the medical service organizations participated in the survey. Since the survey was designed for "business" organizations, it seemed to have failed to encourage participation of the non-profit oriented medical organizations that do not regard themselves as "business". The detailed main services and products are listed on page vi in Appendix D.

The majority of the respondents are small-sized organizations employing fewer than 100 workers: 51% employing between 10 and 99 people and 37% with fewer than 10 (See Appendix E). These are different from the overall distribution of the Phillips business community based on the preliminary research finding: 30% being small and 67% larger organizations. Most large-sized organization participated in the survey. This is mainly because the survey focused on larger-size organizations due to its emphasis on employment information.<sup>5</sup> Thus, the survey results can be a reasonable representation of the organizations with more than 10 employees, but not with smaller and/or medical organizations.

### ***Current Employment***

Ninety-seven organizations presently employ a total of 10,604 workers; 5,090 full-time, 4,960 part-time, 7 seasonal workers, and some independent contractors. A third of the

---

<sup>4</sup> Since 48 of 97 organizations which have agreed to participate in the mail survey returned the questionnaire, the response rate of the mail survey is 49%. Some decided not to participate when they saw the mail questionnaires.



respondents hired more employees during the past five years mainly due to growth in business, expansion in operation, and addition of new services. The number of employees was stable for 30% of the respondents because of a stable business. On the other hand, about a quarter decreased the number of their employees as a result of a business slow down, downsizing, and funding or budget decreases. One manufacturing organization responded that they could not afford or find skilled workers.

The question regarding the job categories and their starting wage of the available employment intended to find out how many jobs at and close to the entry level exist in the Phillips Neighborhood under the following categories: manufacturing, driver, custodial, health care, sales, clerical/official assistant, computer operator, shipping/warehouse, labor, social service workers, and services. The survey revealed at least 4,212 jobs under these categories. Since some respondents did not answer the number of employees survey question, there should exist more than 4,202 jobs. A third of them, or 3,529 jobs, are service related and include medical, construction, and food services. Also, at least 657 clerical and office assistants (16%), 572 health care workers (14%), 274 custodial (6%), and 135 manufacturing jobs (3%) exist. The respondents indicated another 646 jobs exist under other job categories at higher levels, including 369 managerial jobs, 99 medical professionals such as doctors, 45 music teachers, 39 attorneys, 30 accountants and others. However, this question identified only 40% of all employees working for the surveyed organizations. Since most large employers participated in the survey, even though some organizations did not answer this questions at all, a large portion of the other 60% of positions is unlikely to be at or close to entry level employment.

Sixty organizations presently have 1,363 entry level positions, 13% of the total employment identified in this survey (See page xvi). Almost two-thirds of them are service jobs, 853 with the starting wage of between \$4.50/hour and \$9.99/hour. This is followed by 193 clerical or office assistants (14%) paid between \$5.50/hour and \$8/hour and 169 custodial workers (12%) paid around \$8/hour. Fifty-six laborers (4%) at entry level are paid \$5/hour to \$10/hour, 39 drivers (3%) at \$6/hour to \$12.28/hour, 24 sales (2%) for \$6.75/hour, and 17 manufacturing jobs for \$6/hour to \$8/hour. On the other hand, 31 organizations do not have any

---

<sup>5</sup> There is also some discrepancy between the size listed in the business directory and the survey results.

entry level jobs. They tend to be small-sized and/or specialized organizations, such as architectural design, printing, medical institutions, and specialized manufacturing. Two of them mentioned that they tend to "shy away" from employing people with little experience.

The qualifications for non-entry level jobs vary depending on the organization in terms of education, skills and prior experiences. The starting salary ranges widely with experience and skills. As listed in Table 1, qualifications for manufacturing, labor, shipping, sales, and custodial jobs emphasize experience in the fields relevant to the job description. Drivers need a specialized driver's license and clean driving records. Social service workers and health care personnel are required to have post secondary education to obtain a certificate or license related to these jobs. Many clerical workers need to have computer or typing skills. Qualifications for service, computer operators, and engineers emphasize both post-secondary education and related experience.

The questions regarding salary raises and promotion were asked to find out the potential advancement and incentive for long-term employment. Forty-nine organizations, a half of the respondents, use performance reviews to decide pay raises for their employees. Length of employment is considered by 13 organizations (14%) and budget or funding by 8 organizations (8%). Some include two or more of these factors to determine the wage raises. Six organizations use fixed wage-scale systems, contracts, or an annual increase parameter based on Consumer Price Index. Five organizations mentioned union negotiations for the wage raise. A few organization offer the possibility of advancement toward management, while several noted no promotion. Five organizations, mostly employing fewer than 5 employees, do not have salary raises. Performance reviews are conducted by three quarters of the respondents, even though less than two thirds of them use them to decide wage raises or promotions.

Table 1: A summary of qualifications for non-entry level jobs

Job Category	Qualifications	Starting Wage <sup>6</sup>
Manufacturing	Some experience and skills in related fields	\$7/hour to \$10/hour
Laborer	Some degree of related experience and skills	\$8/hour to \$18/hour
Shipping or Warehouse	Some experience and skill related to the nature of the company business	\$4.75/hour to \$9/hour
Sales	Skills and experience in sales and customer service and/or knowledge in the field related to the company's business including plumbing and roofing	\$4.25/hour to \$11/hour or on commission
Custodial	High school diploma or GED, customer service experience and skills or the job specification related experience	\$6/hour to \$9/hour
Drivers	Class B and/or C driver's license with good driving records, even with some experience	\$7/hour to \$22/hour
Sales	Skills and experience in sales and customer service and/or knowledge in the field related to the company's business including plumbing and roofing	\$4.25/hour to \$11/hour or on commission
Social service worker	At least BA in social work or related fields with some related experience	\$7/hour or more
Health care	Post secondary education and license as RA, CRA, and HHA as well as experience in the field	\$7.5/hour to \$28/hour
Clerical or Office assistant	Some degree of computer and/or typing skills and office experience and/or post secondary education as well as knowledge related to the company business	\$6/hour to \$14.5/hour
Computer operator	Post secondary education in computer science or equivalent experience plus experience in specific fields, such as payroll, accounting, business management, and medical services.	\$5.5/hour to \$13/hour
Technician or Engineer	Vocational school education, engineering skills and experience or even license	\$6/hour to \$17/hour or on commission
Service	At least some post secondary education or certificates in the fields and knowledge and experience related to their job descriptions	\$4.75/hour to \$26/hour
Managerial and other professional job	At least BA and experience in the field as well as computer skills	\$7/hour to \$14.5/hour

<sup>6</sup> Salary is recalculated into wage assuming full-time employment.

The question about working shifts intended to find out working hours of currently available employment in the neighborhood. Fifty-eight organizations, close to 60%, has one working shift: 9 am to 5 pm with some flexibility. Twenty-nine have more than one working shift. They are hospitals, nursing homes, retailers, and manufacturing organizations.

The question regarding benefits sought to identify other incentives for long-term employment. Sixty-three organizations, 66% of all respondents, offer health insurance and 57 organizations, 58% of all respondents, offer vacation. Retirement and dental benefits are each provided by 37 organizations (38%). They are followed by hospitalization (30%), life insurance (28%), and educational benefits (27%). However, some responded that part-time employees cannot receive the benefits that full-timers can. Not surprisingly, medical service institutions and larger-sized organizations tend to provide more benefits. Only two organizations offer child care benefits.

The survey also asked about the availability of on-the-job training (OJT). Seventy-eight organizations, or 80% of the survey participants, provide it. Sixty-five of them (68%) offer training directly related to the assigned jobs or on-site seminars. Sixteen organizations also send or financially support employees to take seminars and classes related to their job or for their advancement. Ten organizations do not offer any kind of OJT.

The next question was asked to find out about jobs with high turnover and the reason for turnover. Thirty-eight organizations, or 39%, have jobs with high turnover. These high turnover positions were service related in 12 organizations, clerical in 6 organizations, and custodial, driver, labor, health care in 3 organizations. As reasons for the high turnover, the respondents stated low wages, lack of benefits, demanding and stressful work, entry level or transient type of jobs, and lack of people's commitment and work ethic.

The union related jobs tend to be secure with more benefits and pay raises. There are a total of 4,357 union members, 41% of the total employees, in 12 organizations. Most of them work in medical service, mainly two large medical institutions, and one large manufacturing corporation.

The question regarding child care and family care issues was asked to identify how employers perceive these issues when hiring or retaining their employees. Seventy-eight organizations, 80% of the respondents, have no problems with family issues, although some mentioned that their employees used to have time conflicts with child care. Twelve, 13%, admitted that children and family issues are problematic factors in hiring and/or retaining workers. Some employers are flexible with working hours of employees when they need to take care of their children. As mentioned before, only two organizations provide child care benefits to their employees.

The survey also intended to find out how many Phillips residents currently work in the neighborhood and if employers see any advantages or disadvantages in hiring them. There are at least 527 Phillips residents for 52 organizations, or 54% of the respondents. This accounts for only 5% of total employees surveyed. Twenty-two organizations employ Phillips residents but do not know how many of them live in Phillips. Sixteen do not employ any Phillips residents. Fifty-three organizations pointed out benefits in hiring Phillips residents; proximity to work, familiarity to the area, and their awareness of the neighborhood issues and commitment to deal with them. On the other hand, 12 organizations mentioned lack of qualifications of the job applicants from the neighborhood. Twelve employers did not see any advantages or disadvantages in hiring Phillips residents and another 25 did not answer. Some employers mentioned that they do not consider residency of the job applicants as long as individuals are qualified for the job descriptions. They are less aware of the neighborhood boundary that neighborhood organizations emphasize, since it is not relevant to their business boundaries.

When organizations have new job openings, about two-thirds of the respondents place advertisements in local and community newspapers. More than a half hire new employees through "word of mouth." Only 27% use job placement agencies in the neighborhood such as the Phillips Job Bank. Some used to try hiring Phillips residents through the agencies but that practice did not work out. However, 60% are willing to work with neighborhood job placement agencies in hiring new employees in the future.

There are 27 organizations, 28% of the survey participants, which currently offer apprenticeship or internship opportunities in the neighborhood. Eight of them are for college or medical school students or graduates and two for high school students. Few apprenticeship opportunities are available to other job seekers. However, some of the 62 organizations which do not have apprentices or interns said that entry level positions are similar to apprenticeships since they have to be extensively trained on the job. At least 39 organizations are interested in participating in an apprenticeship program initiated by job placement agencies in the neighborhood.

### ***Business Activities***

This portion of the survey was designed to examine economic and non-economic linkages among organizations within as well as outside the Phillips Neighborhood and to identify what attracts business to stay in the neighborhood. One organization purchases various goods and services in order to operate their production or service activities. The survey asked the three primary product and service inputs for their business operations and where these items are mainly purchased (See page xxxiii in Appendix D). Many organizations purchase office and computer supplies. Most buy them from large retailers in the Twin Cities area and some in Phillips. Although the preliminary research findings show a large number of retailers in Phillips, they are not fully utilized as suppliers. Phillips suppliers seem too small to compete with large-size retailers in the Twin Cities area. Some mentioned the possibility of switching their suppliers to those in Phillips depending on the price. Since the medical cluster exists in the area, medical and drug supplies are the second most utilized supply, and these items are all purchased from outside Phillips. Printing services are the only major input purchased from within the neighborhood.

Regarding forward linkages or the demand for products and services, the survey asked respondents to identify their main customers or clients. Only 38% of the respondents cite Phillips residents and workers as their main customers; many clients are social service and medical organizations, retailers, and other small businesses. Other organizations generally target the Metro Area as the main consumers of their products and services.

Most organizations in Phillips compete with counterparts across the Metro Area, while small retailers and medical service institutions see their main competitors within Phillips.

Seventeen percent of the respondents do not have any competitors, most of these being medical and social service organizations.

Thirty-five organizations, or 36%, are currently involved with 10 neighborhood business associations based on the commercial streets or districts of Phillips. Many organizations are members of more than one association involved with social and economic issues of the Phillips Neighborhood. On the other hand, 44 organizations do not belong to any neighborhood organization. The majority of respondents do not know of any organizations which provide or produce similar services or product in the neighborhood.

Thirty-six percent of respondents know others in the neighborhood provide similar services or products and more than two-thirds communicate with competitors. Interestingly, some organizations cooperate with others in product development, marketing, training of workers, purchase of inputs, and client referrals. Proximity to each other might have facilitated their cooperation.

Questions regarding the reasons for establishment of the organization in Phillips and the advantages and disadvantages of being located in the neighborhood were asked for the purpose of identifying incentives for businesses to locate in the neighborhood. Thirteen percent of the participant organizations were founded before the Phillips Neighborhood was formally established in the 1960s. Some others were established before social and economic issues emerged in the area. Social and medical service organizations serving the low income population found this neighborhood in need of their services. Six percent were Phillips residents at the time of the establishment. Other various reasons are included on page xxxvii in Appendix D.

According to survey respondents, the strongest advantage of the Phillips Neighborhood is its location: its geographic center within the Metro Area, proximity to downtown, easy access to highways and transportation. These factors make Phillips a convenient location to do business. Also, medical and social service providers pointed out the proximity to hospitals within and around the neighborhood. Some mentioned affordable property and rent. Others noted availability of a hard working population in the neighborhood.

As to the disadvantages of locating organizations in the Phillips Neighborhood, the majority cited high crime, alcohol, drugs, prostitution, and safety concerns for their walk-in customers and employees. This is not surprising. Moreover, many of them emphasized that the negative perception of the neighborhood may lead to a loss of potential customers or qualified job seekers. Some mentioned the economic and social deterioration of Phillips. Also, a few mentioned that they are landlocked and need to move out of the neighborhood to expand their business operations. Although these disadvantages are not necessarily limited to this neighborhood, many organizations, as well as people living outside the area, may perceive them more strongly in Phillips.

The survey also intended to find out the accessibility of Phillips' organizations to financial institutions. Only 15% of the respondents said that they have experienced difficulties in getting loans from banks or the MCDA. They tend to be small-sized businesses or have poor credit records when applying for loans. Those who do not have "enough" prior experience also have less access to the loan to open a new business. However, the survey did not focus on small-sized organizations so that the number of the organizations which experience problems with financial institutions is probably higher in the neighborhood.

The question regarding being a role model for youth and adult participants in community job placement agencies was asked to examine their willingness to support increasing employment of the Phillips residents. Close to one half of the respondents are interested in coming to job placement agencies to talk to their participants about their "world of employment."

### *Future Perspectives*

The survey ended with several questions regarding perspectives on business activities and the possibility of new employment in the next 10 years. Forty-nine organizations, or half of the respondents, will expand their present operation by increasing service, increasing production volume and/or starting new operations. This is much higher than those that have increased the number of employees for the past 5 years, 33%. Overall growth in the economy may be one



reason that more organizations predict the future expansion.<sup>7</sup> Most respondents are planning to hire more people as they expand.

One organization is planning to move out of Phillips for their expansion. During the survey, eight other organizations mentioned that they are planing to move out of the Phillips Neighborhood. For some organizations, the present location cannot accommodate expanding their business. Others are concerned about crime and safety of the neighborhood and assume that they can increase their business volume by locating in another neighborhood.

At least 200 job openings in various job categories can be expected from these organizations in the near future. Although they include entry level jobs, the exact number of new positions is difficult to calculate since may respondents did not answer how many openings can be expected. The detail of job categories are included on page xxx in Appendix D. Some organizations which are not planning the expansion also have constant job openings that may be good opportunities to job seekers in the neighborhood.

## **RECOMMENDATIONS AND CONCLUDING REMARKS**

The preliminary research revealed several characteristics of the Phillips business community. More than 500 businesses, both non- and for-profit organizations, are currently housed in the Phillips Neighborhood, which is less than 2% of all organizations within the city of Minneapolis. Compared to other neighborhoods in Minneapolis, clusters of medical and social service organizations exist. Business size in Phillips is slightly larger than the entire city with a greater portion of organizations with more than 10 people. Two-thirds of Phillips businesses generated an annual sales volume of half a million in the early 1990s.

Without greater participation of Phillips' organizations, the results of the comprehensive survey of employment information and business activities are not necessarily a thorough representation of the entire neighborhood business climate. However, with most large

---

<sup>7</sup> Some social service organizations predict the change in welfare policies will increase poverty and result in an

organizations' participation, it can help one better understand a relatively good picture of the overall Phillips business community in employment related issues. The rest of this section is a summary of the research findings and recommendations to POP and the Employment Advisory Committee in taking the next steps toward their agenda: employment opportunities within Phillips, training and education for current employment opportunities in Phillips, business activities in Phillips, and revitalization of the commercial areas in Phillips.

### **Current Employment Opportunities within Phillips**

The survey revealed a fairly good picture of the current employment information in the Phillips Neighborhood. At least 10,594 jobs exist in Phillips, which is close to the neighborhood population of adults over 24 years old. However, only about 1,400 of those jobs are entry level positions. This is far from enough for 1,800 adults without a high school degree or GED, the thousands with some high school education but poor work experience, or the coming high school graduates entering the job market. This employment statistic probably will not increase drastically even if all organizations had participated in the survey since most large organizations were already included in the sample. The starting wage for entry level jobs is within a wide range of \$4.50/hour to \$10/hour. This may not be a livable wage if a job seeker has a family to support.

In sum, there seems to be a severe shortage of employment opportunities for Phillips residents who look for jobs at or close to entry level and who also want to work within the neighborhood. I suggest conducting a similar survey with business organizations located outside the Phillips Neighborhood but within "a walking distance" for Phillips residents in order to understand entry level employment climates. Neighborhood boundaries should not limit employment opportunities of the Phillips residents. Job placement agencies should work closely with employers with a large number of entry level positions.

---

increase in their services.

## **Education and Training for Employment Opportunities in Phillips**

The qualifications for non-entry level employment and salaries vary depending on the organization (See page x for detail). Some of those firms whose qualifications emphasize experience rather than education can be viewed as closer to entry level jobs. Most organizations look for experience and skills acquired on the job and/or through post-secondary education. As more computerized systems are installed in organizations, more jobs require some degree of computer skills, experience, and educational background. Drivers, health care workers, and engineers are required to have at least specialized licenses or certificates to work in their profession. Due to a medical cluster within the neighborhood, there seems to exist a strong demand for health care staff and related services with potential advancement and good benefits.

This survey had a time constraint to obtain detailed information on qualifications specific to each job title, particularly with large employers. Also, some employers in the small organizations with little turnover have rarely thought of the qualifications of their employees. In order to know more about job qualifications and wages, in-depth interviews with employers or Human Resource personnel regarding a specific position is recommended. This can start with the survey respondents who are willing to work with job placement agencies. Also, economic development staff and job placement agencies should work closely with Human Resource staff in medical service organizations. A long-term reciprocal relationship between employers and job placement agencies must be established in order to improve training and education appropriate to the employment reality of the Phillips business community.

## **Business Activities in Phillips**

The survey found most organizations in Phillips purchase their product and service inputs outside Phillips within the Metro Area and provide their products and services to the Metro Area including Phillips. Advantages of the neighborhood include its central location and convenient access to highways and the transportation system, factors which seem to help organizations in Phillips extend their economic linkages. Strong economic linkages among organizations within Phillips did not appear in the survey. A large number of small retailers are not competitive

enough to serve as suppliers for the neighborhood. For most sectors, except for small retailers, Phillips is too "small and poor" as an economic boundary. Thus, many organizations tend to be less conscious of the neighborhood boundary in relation with their activities.

POP and other community development organizations should begin diffusing information on business organizations to let them know about each other in the Phillips Neighborhood. Some of the survey respondents are interested in the survey results to find out about their "neighbors." This is the first step toward cooperation.

On the other hand, some of the survey respondents already cooperate with others in participating to improve economic and social issues in the neighborhood. A third of the survey respondents are members of neighborhood business associations or work with community organizations. Small business organizations often discuss with their counterparts issues regarding product development, marketing, training of workers, purchase of inputs, and client referrals.

An in-depth survey of small business owners and their economic activities needs to be conducted to identify growth constraints as well as facilitating factors of existing inter-firm relation. A neighborhood credit union, which will open soon, can ease capital constraints. Large corporations can share their managerial skills with the growing number of small businesses in the area. Cooperation of POP with other community economic development agencies is also important to share experience and information on assisting small businesses. POP needs to be a "bridge" across various business organizations in the neighborhood to facilitate business cooperation on non-competitive issues.

### **Revitalization of the Commercial Area in Phillips**

Most organizations in Phillips are concerned with crime and safety issues. Moreover, the negative perception of non-Phillips residents towards the neighborhood is assumed to cause a potential loss of consumers and qualified employees for the Phillips business community. Long-term, on-going efforts of both residents and business organizations is necessary to improve the

neighborhood and overcome negative perceptions. Revitalization of the commercial area in Phillips is an important part of such efforts.

The survey does not directly reveal specific interests or direct involvement of business organizations concerning the revitalization of the commercial area in Phillips. Through membership in neighborhood business associations, some organizations seem to exert their interests in this issue. POP and other community organizations must keep informing business organizations of the importance and long-term benefits of their participation in the process of revitalization of the commercial areas of Phillips.

## RESOURCES

1990 Census data for Minneapolis.

American Business Marketing Consulting Influential (1995). *Minneapolis Metro Business Directory 1995*, Minneapolis, MN.

Economic Research Corporation (1996). *Market Study of Neighborhood Commercial Areas and Nodes City of Minneapolis*. Cumberland, WI.

Meter, Ken (1993). *Philips Neighborhood Income Statement and Balance Sheet (1990)*. Crossroads Resource Center, Minneapolis, MN.

Meter, Ken (1995). *Camden Community Income Statement and Balance Sheet (1993)*. Crossroads Resource Center, Minneapolis, MN.

Minneapolis Department of Economic Security, 1995 data.

## APPENDIX A

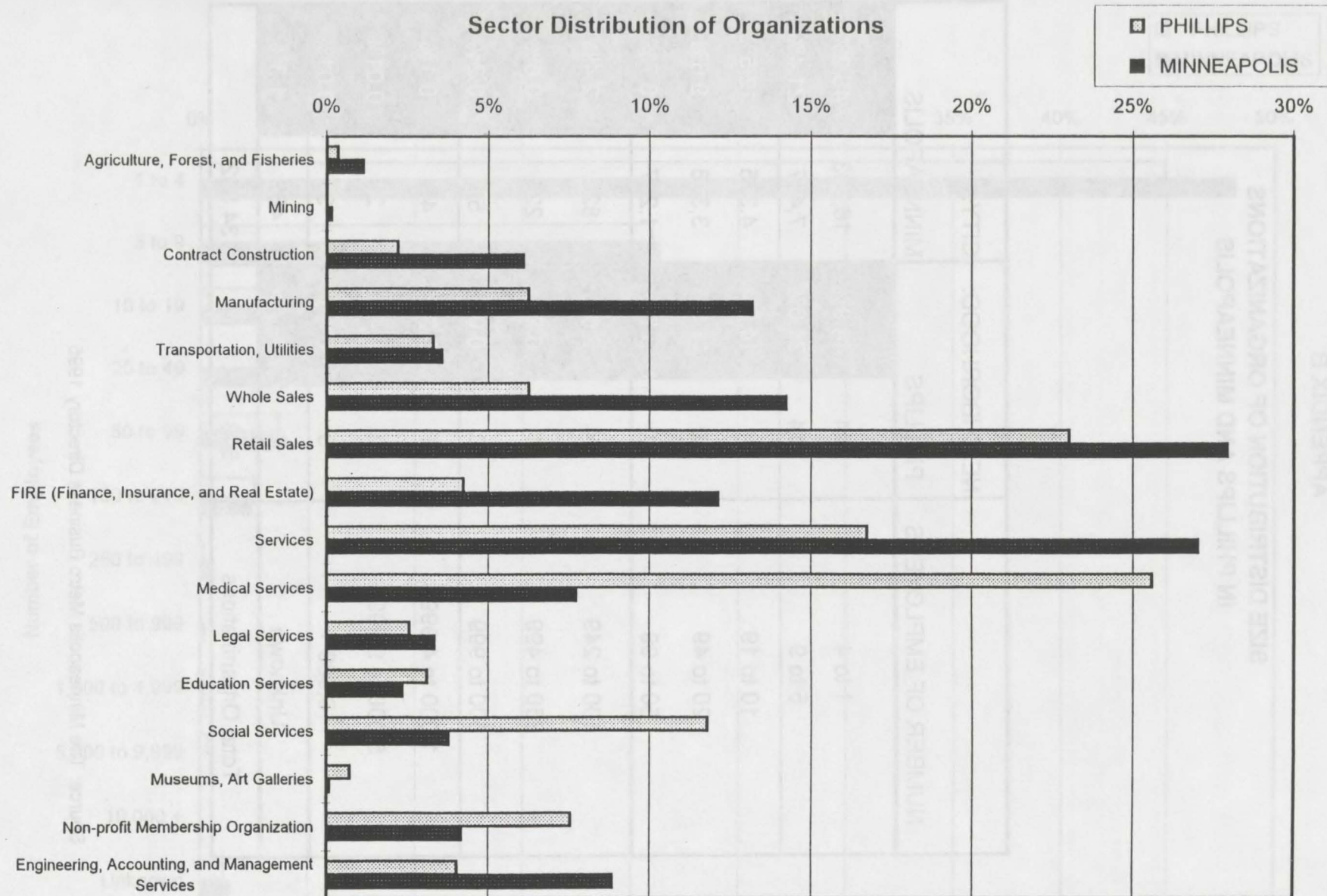
### SECTOR DISTRIBUTION OF ORGANIZATIONS IN PHILLIPS AND MINNEAPOLIS

SECTOR by SIC code	NEIGHBORHOOD:		CITY:	
	PHILLIPS		MINNEAPOLIS	
Agriculture, Forest, and Fisheries	2	0.4%	401	1.2%
Mining	0	0.0%	58	0.2%
Contract Construction	12	2.2%	2,123	6.1%
Manufacturing	34	6.3%	4,603	13.2%
Transportation, Utilities	18	3.3%	1,249	3.6%
Whole Sales	34	6.3%	4,967	14.2%
Retail Sales	125	23.0%	9,748	28.0%
FIRE (Finance, Insurance, and Real Estate)	23	4.2%	4,229	12.1%
Services	91	16.8%	9,425	27.0%
Medical Services	139	25.6%	2,694	7.7%
Legal Services	14	2.6%	1,167	3.3%
Education Services	17	3.1%	821	2.4%
Social Services	64	11.8%	1,323	3.8%
Museums, Art Galleries	4	0.7%	39	0.1%
Non-profit Membership Organization	41	7.6%	1,457	4.2%
Engineering, Accounting, and Management Services	22	4.1%	3,082	8.8%
Total Organizations	543		34,862	

Source: The Minneapolis Metro Business Directory 1995

Note: Since there are organizations with more than one SIC code, the distributions do not add up to 100%.







## APPENDIX B

### SIZE DISTRIBUTION OF ORGANIZATIONS IN PHILLIPS AND MINNEAPOLIS

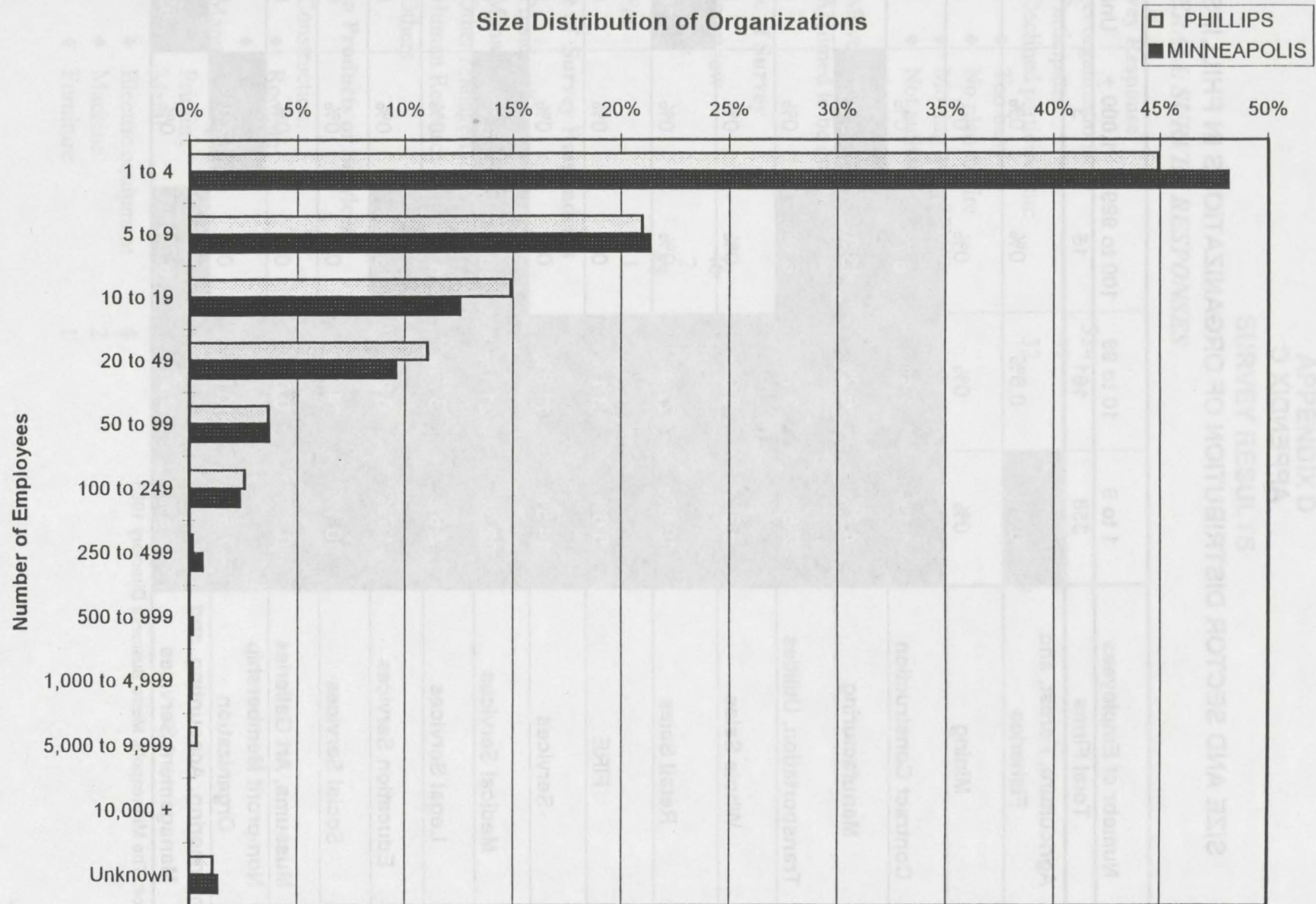
NUMBER OF EMPLOYEES	NEIGHBORHOOD:		CITY:	
	PHILLIPS		MINNEAPOLIS	
1 to 4	244	44.9%	16,793	48.2%
5 to 9	114	21.0%	7,447	21.4%
10 to 19	81	14.9%	4,375	12.5%
20 to 49	60	11.0%	3,338	9.6%
50 to 99	20	3.7%	1,287	3.7%
100 to 249	14	2.6%	820	2.4%
250 to 499	1	0.2%	224	0.6%
500 to 999	0	0.0%	59	0.2%
1,000 to 4,999	1	0.2%	47	0.1%
5,000 to 9,999	2	0.4%	2	0.01%
10,000 +	0	0.0%	3	0.01%
Unknown	6	1.1%	467	1.3%
Total Organizations	543		34,862	

Source: The Minneapolis Metro Business Directory 1995

Note: Since there are organizations with more than one SIC code, the distributions do not add up to 100%.

APPENDIX B continued

Size Distribution of Organizations





# APPENDIX C

## SIZE AND SECTOR DISTRIBUTION OF ORGANIZATIONS IN PHILLIPS

Numebr of Employees	1 to 9	10 to 99	100 to 999	1,000 +	Unknown
Total Firms	358	161	15	3	6
Agriculture, Forest, and Fisheries	0.3%	0.6%	0%	0%	0%
Mining	0%	0%	0%	0%	0%
Contract Construction	1.1%	2.5%	6.7%	0%	0%
Manufacturing	4.2%	6.2%	13.3%	33.3%	0%
Transportation, Utilities	2.5%	3.7%	6.7%	0%	0%
Whole Sales	5.3%	5.0%	0%	0%	0%
Retail Sales	19.8%	22.4%	0%	0%	16.7%
FIRE	5.6%	3.1%	0%	0%	0%
Services	14.5%	11.8%	0%	0%	0%
Medical Services	22.3%	21.1%	60.0%	66.7%	0%
Legal Services	2.8%	3.7%	6.7%	0%	0%
Education Services	1.7%	6.2%	13.3%	0%	0%
Social Services	10.1%	14.3%	0%	0%	0%
Museums, Art Galleries	0.8%	0.6%	0%	0%	0%
Non-profit Membership Organization	7.5%	10.6%	0%	33.3%	0%
Engineering, Accounting, and Management Services	2.5%	3.7%	6.7%	0%	83.3%

Source: The Minneapolis Metro Business Directory 1995

## APPENDIX D

### SURVEY RESULTS

#### *OVERALL SURVEY RESPONSES*

##### **Survey Response**

Target organizations:	334	
• Participated	97	29 %
• Declined participation:	32	10 %
♦ Too busy		
♦ No plan to hire		
♦ Moving out of Phillips		
♦ Not authorized		
• Moved out of Phillips	17	5 %
• Assumed to be out of business	17	5 %

##### **Type of Survey**

• Interview	46
• Phone	2
• Mail	48
• Fax	1

##### **Title of Survey Respondents**

• President/Owner/Executive Director	39
• Manager/Director/Supervisor	43
• Other Managerial Personnel	3
• Human Resource Personnel	8
• Others	3

##### **Main Products or Services**

• Construction:		2
♦ Roofing	1	
♦ Painting	1	
• Manufacturing:		17
♦ Printing	3	
♦ Metal	3	
♦ Electric equipment	4	
♦ Machine	2	
♦ Furniture	1	

♦ Light manufacturing	1	
♦ Newspaper	1	
• Transportation		1
• Wholesale		1
• Retail		9
• Food processing & retail		1
• Wholesale & retail:		2
♦ Baked goods	1	
♦ Irish books	1	
• Services & retail		8
• Insurance & real estate service		3
• Medical services		17
• Legal services		1
• Income tax services		1
• Educational services		3
• Social services		16
• Services:		13
♦ Housing	3	
♦ Labor	2	
♦ Photography	1	
♦ Internet	1	
♦ Art	1	
♦ Florist	1	
♦ Architecture	1	
♦ Conference facilities	1	
♦ Automobile	1	
• Church		2
• Museum		1

### ***CURRENT EMPLOYMENT INFORMATION***

**Q. How many employees does your organization have?**

- **Total:** 10,604 employees

Employee	Organization
♦ 1 to 4	15
♦ 5 to 9	16
♦ 10 to 19	25
♦ 20 to 49	18
♦ 50 to 99	7
♦ 100 to 249	9
♦ 250 to 499	0
♦ 500 to 999	1

- ♦ 1,000 to 4,999 2
- ♦ Family & friends 4

• **Full-time Employees:** 5,090 employees

Employee	Organization
♦ 1 to 4	33
♦ 5 to 9	20
♦ 10 to 19	17
♦ 20 to 49	9
♦ 50 to 99	7
♦ 100 to 249	5
♦ 250 to 499	0
♦ 500 to 999	2
♦ 1,000 to 4,999	1
♦ No response	3

• **Part-time Employees:** 4,960 employees

Employee	Organization
♦ 0	30
♦ 1 to 4	30
♦ 5 to 9	14
♦ 10 to 19	7
♦ 20 to 49	7
♦ 50 to 99	3
♦ 100 to 249	0
♦ 250 to 499	0
♦ 500 to 999	0
♦ 1,000 to 4,999	2
♦ No response	4

• **Others:**

- ♦ Seasonal workers: 7 employees
- ♦ Independent contractors: Unknown

**Q. Did it increase, decrease, or stay same over the past five years?**

- Increased 31
  - ♦ Growth in business 11
  - ♦ Expanded operation 8
  - ♦ Added new services 5
  - ♦ Increased funding 2
  - ♦ Change in demand 1

- Decreased            23
  - ♦ Business slowed down            8
  - ♦ Downsizing                        5
  - ♦ Decreased funding/budget       3
  - ♦ Increased productivity           1
  - ♦ Closed some programs            1
  - ♦ Sears store closed down          1
  - ♦ Economy slowed down            1
  - ♦ Too expensive to find skilled worker 1
- Stayed same        30
  - ♦ Stable programs                   2
  - ♦ Decreased demand                1
  - ♦ Hire 10 trainees at a time        1
  - ♦ Opened up other stores outside Phillips 1
  - ♦ Due to the state government's regulation 1
  - ♦ Lack of funding to expand        1
- Unknown            8
- Fluctuated          4
- Just opened        1
- Not applicable     1

**Q. How many employees who are not family or friends are doing the following jobs?**

At least 4,212 jobs, 40 % of the total employees, are categorized below. Some respondents did not give number of employees under some of the categories. That is indicated as "+" after the number.

Listed in the survey: 3,529+ employees

• Service	1,364	32 %
♦ Medical	347+	
♦ Construction	89	
♦ Optician	1	
♦ Survey	5	
♦ Food services	26	
• Clerical/office assistant	657+	16 %
• Healthcare	572+	14 %
♦ Outreach nurse	230	
• Custodial	274	6 %
• Manufacturing	135	3 %
• Social service worker	128+	3 %
• Driver	110	3 %
• Sales	93+	2 %

• Labor	86+	2 %
• Computer operator	53	1 %
• Shipping/warehouse	30+	.7 %
• Technician/engineer	27	.6 %

Not listed for the mail survey: 683+

• Managerial	369+	9 %
• Medical professional	99+	2 %
• Music teacher	45	1 %
• Architect	40	1 %
• Attorney	39	1 %
• Accountant	30	.7 %
• Security	11	.2 %
• Computer graphic designer	3	.07%
• Associate pastors	2	.05%
• Designer	1	.02%
• Teacher	1+	.02%
• Contract vendor	unknown	
• Teaching aid	unknown	
• Other professional	43	10 %

**Q. What are the minimum qualifications for each job category in terms of education, skills, and experiences?**

**Q. How much is the starting wage/salary and the salary rages for each job category?**

Listed in the survey: 3,411+

<b>Manufacturing:</b>	135	<b>Wage/salary:</b>
• Math skills, strong back	5	\$ 6/h +
• Over 18 years old, able to lift 100lb, can stand long time	40	\$ 8 /h +
• HS preferable, good reading and writing skills	10	\$ 8 - 10/h +
• Experience in printing	8	\$ 9/h +
• Experience & ability to perform physical work	40	\$ 8/h +
• Experience in assigned work	9	unknown
• Cabinetry production training & installation	4	\$ 7 - 8/h +
• Skill and experience in making theatrical drape	1	\$10 /h
• Minimum 2 year post HS degree, and medical school	2	\$ 25,000 +
• Unknown	12	unknown

<b>Driver:</b>	110	
• (MN) Driver's license	22	\$ 5.5 - 12.28 /h +
• Driver's license, good driver's record	7	\$ 7 - 7.5 /h +
• Driver's license, insurance, good record	5	unknown
• Driver's license, good record, math skills	2	\$ 6.5 /h +



• MN license, Know Twin Cities, no criminal record	11	\$ 8.5 /h +
• Over 25 years old, know the area	30	\$ 6 - 12 /h
• Good record, able to move heavy log, sensible	7	\$ 10 /h +
• Special driver's license with experience with roofing	2	\$ 18 - 22/h +
• Class C driver's license	1	\$ 10 /h
• HS, Class B & C driver's license	1	\$ 12 /h
• Class B license, good record, clear drug test	2	\$ 9.5 /h+
• Experience	1	\$ 9 /h +
• HS/GED, may need Class C license	8	\$ 7 /h +
• Routing experience, large van, maintenance experience	1	\$ 17,680
• Unknown	10	unknown

<b>Custodial:</b>	272	
• Entry level	25	\$ 8 /h +
• HS/GED	6	\$ 7.5 - 8.5 /h +
• Read/write English, can work independently, good attendance	156	\$ 8.69 /h
• Experience as a caretaker	1	Apartment
• Professional in boilers	1	unknown
• GED, (1 year) experience	2	\$ 6 /h +
• HS/GED, experience, communication & customer service skills	2	\$ 8 /h +
• HS/GED, cleaning experience, know the AIC1	1	\$ 8.25 /h +
• Sales and customer service experience	4	\$ 19,000 +
• Maintenance and/or cleaning experience	2	\$ 7,680 +
• Dependable, know about basic tools	6	\$ 6 - 7 /h +
		10% of rentals
• Unknown	68	\$ 6 - 9.5 /h

<b>Computer operator:</b>	53	
• HS, 2 years computer experience	1	\$ 8 -10 /h
• BA in Computer Science	2	Varied
• BA & experience in computer related field	10	\$22,500 +
• HS/GED, technical training	1	\$ 10.35 /h +
• Experience in payroll/receivable, data processing, long-term commitment	1	\$11 - 13 /h
• Computer & software skills	11	\$ 7 - 10 /h
• Know tax preparation, accounting or took in-house training	3	\$ 5.5 - 8.5 /h
• Know computer & business management	1	\$ 10 /h +
• Good computer skills, manage inventory system	2	\$ 10 /h +
• Experience in medical computer	3	\$ 9.75 /h +
• Experience in computer and inventory control	5	\$ 9.5 /h +
• Sales & computer service experience	4	\$ 19,000 +
• Graphic arts and computer graphics	1	unknown

---

1 American Indian Community.

- Unknown 8 \$ 8 - 11 h

#### Healthcare:

- Depends on the duties 472 + unknown unknown
- Certified or licensed technician, RA, CRA 307 \$ 12 - 28 /h
- BA or experience as medical assistant 1 \$ 24,000 +
- BA in RNs, MD, PAC's 53 unknown
- Certificate and experience related to duties 90 \$ 7.5 - 20 /h
- Home Health Aide Certificate & experience 4 \$ 8 /h +
- HS/GED, nursing degree, experience 1 \$ 13.5 /h +
- Education & experience in physical fitness & stress relief 6 unknown
- Background/experience in survey/interview 10 \$ 8.20 /h
- Certified RN, MA, medical secretary, Accounting, X Ray technician 100 \$ 8 - 10/h +

#### Sales:

- Manual dexterity, accountability, punctuality 93+ unknown \$ 6 - 6.25 /h
- Math skills, desire to sell 2 \$ 6.75 /h +
- "Long-term" work experience or "good" students 6 \$ 6 /h +
- Computer & software skills 2 \$ 10 /h
- Know sewing, ability to communicate with public 12 \$ 4.75 /h +
- Know books carried, telephone ability to sell books 4 \$ 8 - 11 /h
- Know design, construction, and cabinetry costs 1 \$ 13 /h
- Experience 3 Commission
- Experience in cashiering and customer service 9 \$ 7.5 /h +
- Experience in sales and customer service 3 \$ 19,000 +
- Sound theatrical background 2 \$ 15 - 20 /h
- Experience and knowledge in plumbing/heating 5 Commission
- Minimum 1 year Experience with high volume retailer 12 \$ 7 /h +
- HS, experience in sales 1 \$ 23,000
- BA or equivalent experience 5 varies
- Roofing and/or sales related background 7 unknown
- HS/GED, marketing experience, communication & customer skills 1 \$ 10 /h +
- Sales experience, transportation knowledge 1 \$ 6 - 12 /h
- Unknown 20 unknown

#### Clerical/office assistant:

- Entry level 656+ 14 \$ 5.5 - 8.7 /h +
- HS 1 \$ 6.5 /h +
- HS, pass tests 21 + \$ 18-25K
- HS and technical training 1 \$ 20-24K
- HS, computer training/experience 30 \$ 8 /h +
- 2 year college or we will train unknown \$ 8 - 9 /h

• 2 year college and prior experience	1	\$ 13 /h +
• 2 year college, office experience, computer/typing skills, know AIC	5	\$ 8 - 8.5 /h +
• BA in related field (accounting, business)	8	\$ 20-25K +
• BA and experience in related field	252	\$ 16.5K +
• Computer skills	26	\$ 8 - 12 /h +
• Typing and writing skills	1	unknown
• Computer/word processor, telephone skills	3	\$ 6 -10 /h +
• Good typing & computer skills	4	varies
• Computer & typing skills, ability to interact with clients	4	\$ 7 - 12 /h
• Computer & office experience or skills	8	\$ 8.5-11.5 /h+
• Organizational & computer skills	1	\$ 18 /h
• Phone & computer skills, know the area	2	\$ 6 - 12 /h
• Experience in related work	2	unknown
• Experience in basic office tasks	2	unknown
• Basic receptionist/secretarial skills	2	\$ 8 /h +
• Detail oriented, strong math, telephone, and computer skills	12	\$ 14 - 21K
• Clerical, accounting, communication skills	2	\$ 9 -10 /h +
• Office manager	1	unknown
• Engineering, technical skills (boiler)	unknown	unknown
• Communication, organization, customer service, computer skills	2	\$ 6/h +
• HS/GED, computer/clerical exp., communication/customer svc. skills	46	\$ 7 - 8 /h +
• Dispatch, know Twin Cities, even tempered, cashiering abilities	6	\$ 8.5 /h +
• Medical office experience, computer knowledge	13	\$ 9.75 /h +
• Typing, computer experience, good communication skills	158	\$10 /h, avg.
• Experience in sales & customer service	4	\$ 19 /h +
• Public housing experience	1	unknown
• Bookkeeping experience	1	\$ 30K
• 1 year experience, 6 months training, minimum	1	unknown
• Unknown	3	\$ 8 - 14.5 /h
• Unknown	19	unknown

#### Shipping/warehouse:

	30+	
• Entry level	5	\$ 8 /h +
• Manual dexterity, accountability, punctuality	unknown	\$ 6 - 6.25 /h
• HS/GED, experience	1	\$ 7.5 /h +
• Know sewing, able to work with public	1	\$ 4.75 /h +
• Truck driver's license	3	unknown
• Sales experience and customer service	4	\$ 19K +
• Ability to pack shipments and meter them	2	\$ 6 - 7 /h
• Unknown	14	\$ 7.5 /h +

<b>Labor:</b>	86+	
• Entry level	5	\$ 5 - 10 /h
• Manual dexterity, accountability, punctuality	unknown	\$ 6 - 6.25 /h
• HS, experience	1	\$ 10-12K
• HS, driver's license	10	\$ 11 /h +
• Reasonable past work record	17	\$ 8 /h +
• Experience in moving	2	\$ 9 /h
• Know sewing, able to work with public	1	\$ 4.75 /h +
• Sales experience, customer service	4	\$ 19K +
• Carpentry training	2	\$ 8 /h +
• Construction management	2	\$ 13 /h +
• ASE certification	2	\$ 12 /h
• 1 year experience in painting	3	\$ 10 /h +
• Experience in plastering & painting	1	\$ 12 /h
• Job specific	29	\$ 18.62 /h, average
• Unknown	7	unknown

<b>Social service worker:</b>	128 +	
• Associate degree in related fields	60	\$ 9.5 /h +
• BA or MA in Social Work, experience	5	\$ 10 /h +
• BA in related area, foreign language	2 +	unknown
• MA, 3-5 year experience in child protection work	6	unknown
• Experience in related fields	24	\$ 7 - 7.50 /h
• Skills & experience in mental health	4	unknown
• Unknown	27	unknown

<b>Technician/engineer:</b>	26	
• HS/GED, Know American Indian community	11	\$6 - 7/h +
• HS/GED, Engineer & maintenance experience, boiler license	1	\$12.5 /h +
• Technical school graduate	4	\$ 17 /h
• Technical background, experience, vocational training	3	Commission
• Experience, boiler license, electrical training	2	\$12 /h +
• 1st Class Boiler license	2	\$ 10 - 13 /h
• Unknown	4	unknown

<b>Service:</b>	1,344	
• Entry level, adults	11	\$ 6.5 /h
• Entry level, youth	7	\$ 4.5 /h
• Entry level, can do some security work	2	\$ 6 /h
• Roofer, entry level	80	unknown
• Entry level	5	\$ 8 /h +
• Varies with position	3	\$ 8 - 12 /h
• Depends on the job description	742	\$ 9.99 /h, average

• Optician	1	\$ 12 /h
• Know sewing, can work with public	12	\$ 4.75 /h +
• Certified nurse, CNA, HHA, PCA	50	\$ 7 - 15 /h
• BA or MA in Nursing, Psychology, Social Work	120+	\$ 24 - 65K
• HS, customer service skills, retail experience	7	\$ 6.5 - 9 /h
• NA, HSKP, Department Aides, etc.	177	\$ 8.69 /h +
• HS, 2 year experience in interview and photocopying	5	\$ 7.5 - 11.5 /h
• Writing skills, cash handling, customer service skills	20	\$ 5.50 /h +
• BA, experience in related field	17	\$10-55K
• Cook, classroom teachers, assistants, directors, etc.	28	\$ 16-30K
• Small engineer/tractor repair experience & reference	1	\$ 10 /h
• Sound theatrical background	3	\$ 9 - 11 /h
• HS/GED, skills, 2 years experience in related duties	4	\$ 7 - 7.5 /h
• Union member/trainer	9	\$ 18 /h
• BA and experience in bakery	7	unknown
• Waiter	unknown	\$ 5 - 6.5 /h
• Policeman	6	unknown
• Unknown	28	\$ 6 - 8 /h
• Dishwasher	2	\$ 6 - 7.5 /h
• Entry level, can read, write, simple math	17	\$ 5.5 /h +
• Cook	unknown	\$ 7.25 - 9.5 /h

Not listed for the mail survey: 646+

<b>Managerial:</b>	347	
• BA or more in management, experience in related field	175	unknown
• BA in Accounting, Business, Secretarial	1	\$ 12-15K
• BA or 4 years experience	1	\$24K
• BA and experience	35	\$ 11 /h +
• BA and experience in management, know American Indian community	8	\$ 28K
• Accounting, real estate management experience	1	\$ 30K
• Work up through the organization	8	unknown
• Computer skill and experience	17	\$ 7.5 - 15 /h
• GED, extensive experience in management, good communication skills	4	\$ 11 /h +
• Typing, computer, medical transcription knowledge, office experience	4	\$ 10 /h +
• Travel agent	1	\$ 14K +
• Unknown	91	unknown

<b>Accountant:</b>	30	
• Associate degree, experience, computer	1	\$ 7.5 - 16 /h
• Unknown	29	unknown

<b>Attorney:</b>	39	
• Law degree, license, experience	15	\$ 25.5K +

• Unknown	24	unknown
<b>Computer graphic designer:</b>	3	
• Related vocational school	3	\$ 20K +
<b>Councilor:</b>	85	
• Counselor training and experiences	10	\$ 14 /h +
• Unknown	75	unknown
<b>Music teacher:</b>	45	
• Music skills, ability to teach, good credits, car	45	\$ 20 /h +
<b>Architect:</b>	40	
• Architectural degree or drafting and design	2	\$ 7 - 13 /h
• Certified architect	38	-- \$ 60K
<b>Program Coordinators:</b>	3	
• BA in related fields	3	\$ 23K +
<b>Orthotists:</b>	5	
BA & 2 year medical school	5	\$ 30 - 40K
<b>Others:</b>	86+	
• BA or more and experience in related fields	47	unknown
• Qualified as associate pastors	2+	unknown

**Q. Approximately how many (or what percentage) of jobs are at entry level?**

• Organizations which have entry level jobs:	60	
♦ Total entry level job	1,363	13 % of the total jobs in the survey
* Service	853	63 %
* Clerical/Office assistant	193	14 %
* Custodial	169	12 %
* Labor	56	4 %
* Driver	39	3 %
* Sales	24	2 %
* Manufacturing	17	1 %
* Teaching aid	9	.6 %
* Shipping	7	.5 %
* Computer operator	2	.1 %
* Managerial	1	.1 %
* Technician	1	.1 %
* Unknown	2	.1 %

- Organizations which do not have the entry level jobs: 30
- Unknown: 7

**Q. How does your organization decide on salary raises and promotion?  
(Multiple answers)**

- Performance review 49
- Length of employment 13
- Funding/budget 8
- Main office 7
- Informal/flexible 5
- Union negotiation: 5
- Market demand 4
- Annual increase 3
- Job description 3
- Contract renewal 1
- Wage scale system 1
- An annual increase parameter 1
- Loyalty to the company 1
- Value to the organization 1
- Board of Trustees makes decisions 1
- Experience 1
- No salary raises or promotion 5
- No response 6

**Q. How often does your organization have performance reviews?**

- Annual 52
- More than Annual 7
- 6 months → 1 year 8
- 45 days → 6 months → 1 year 1
- 3 months → 1 year 1
- 1 month → 6 months → 1 year 1
- On going 1
- 4 years 1
- 2 years 1
- No performance review 11
- No response 12

**Q. Does your organization have more than one working shift?**

- One working shift 58
- Two working shifts 14

- Three working shifts      14
- Varies      1
- Unknown      10

**Q. What benefits does your organization offer? (Multiple answers)**

- Health      63
- Vocation      57
- Retirement      37
- Dental      37
- Life      29
- Hospital      27
- Educational      26
- Holiday      5
  - ◆ Retirement after 3 years of employment      1
- Others      7
  - ◆ Child care      2
  - ◆ Profit sharing after 2 years of employment      1
  - ◆ Depends on the jobs title and length of employment      1
  - ◆ Free parking      1
  - ◆ Flexible stipend      1
  - ◆ Bus card      1
  - ◆ Workplace compensation      1
- No benefits      2
- Unknown      8

**Q. Do you provide any training on the job?**

- Yes      78
  - ◆ On-site      66
    - \* Entry level only      3
    - \* Clerical      2
    - \* On going computer training      1
    - \* Orientation      1
    - \* Clerical, CPR, extinguisher, Osha training      1
    - \* Learn about beauty products      1
    - \* Register training only      1
    - \* Training for roofing during winter      1
    - \* How to put fruit baskets together      1
    - \* Training for new attorneys      1
    - \* Baking, driving, City desk on the job      1
    - \* Custodial, food dietary, clerical, annual training      1
    - \* Sharing skills with others in the company      1



- \* Specific to the company policies and procedures 1
- \* Sexual harassment 1
- \* 6 month training for SSW 1
- \* Insurance career education 1
- \* Order entry and shipping/packing 1
- \* Dealing with difficult situation 1
- \* Computer services, the Phillips community 1
- \* Repair old ramps 1
- \* Customer service 1
- ♦ Outside the office 16
  - \* Seminars, courses related to the job 4
  - \* PCA/HHA training 2
  - \* Computer training 1
  - \* Research study 1
  - \* City training program 1
  - \* Tax preparation at Tax school 1
  - \* School for training dealers 1
  - \* Insurance career education 1
- No OJT 10
- No response 8

**Q. If any, which jobs in your organization have a high turnover and why?**

- Yes 38
  - ♦ Service 12
    - ← Low wage 3
    - ← Traditionally high turnover 1
  - ♦ Clerical 6
    - ← entry level job 2
    - ← Various reasons, stressful job 1
  - ♦ Custodial 3
    - ← Lack of people's commitment 1
    - ← Lack of benefits, poor performance 1
  - ♦ Drivers 3
    - ← Low wage 1
    - ← Low wage, hard work 1
    - ← Heavy lifting 1
  - ♦ Labor 3
    - ← Transient type job 1
    - ← Too physical demanding 1

← Poor work ethics		1
♦ HHA/NA	3	
← Difficult work		1
♦ Sales	2	
♦ All positions but management	2	
← The nature of social service agencies		1
← Seasonal jobs		1
♦ PCA	1	
♦ Counselor	1	
← They tend to move up		1
♦ Warehouse	1	
← Low wage		1
♦ Instructor	1	
← Moving up to higher paying teaching positions		1
← Unstable employment		1
♦ Teacher	1	

- No 41
- No response 17

**Q. How many of your employees are union members?**

- Total: 4,357 employees of 12 organizations 41 % of the total employees surveyed

♦ 3,638	6 in medical services	83 %
♦ 525	1 in manufacturing	12 %
♦ 184	2 in construction	4 %
♦ 8	2 in social services	1 %
♦ 2	1 in recreational services	5 %

- No Union members 78
- No response 7

**Q. Has family care or child care been an issue in hiring and/or retaining employees at your organization?**

- Yes for both 7
- Yes for hiring 1
- Yes for retaining 4
- No for both 76
- No response 9

**Q. Do you have any idea how many of your employees live in Phillips?**

- Yes: 52
  - ◆ 527 employees, 5 % of total employees in the survey
- No employee lives in Phillips 16
- Not sure 22
- No response 7

**Q. What do you see are advantages or disadvantages to hiring Phillips residents?  
(Multiple answers)**

**Advantages:**

- Close to workplace, flexible work hours 38
- Familiar with neighborhood issues 17
- None 16
- Support for the neighborhood problem solving 6
- Committed to the neighborhood, positive community mobility 4
- Loyalty to the organizations and customers in the neighborhood 3
- A good sized neighborhood 1
- Raise morale in the neighborhood attendants 1
- Willing to work 1
- Never thought about it 1
- Not sure 1
- No response 25

**Disadvantages:**

- None 32
- Lack of skills, qualifications 12
- Low work ethics 3
- Patients confidentiality (many patients are from the neighborhood) 1
- Drug and alcohol problems 1
- Have to deal with Phillips for 24 hours 1
- Negative perception of the Phillips Neighborhood 1
- High turnover of the Phillips residents 1
- Too little public assistance to increase employment 1
- Weak work history 1
- Disconnected 1
- Never thought about it 1
- No response 38

**Q. How do you go about hiring? (Multiple answers)**

• Put ads. in newspaper	61
• Word of mouth	52
• Job placement agencies in the area	26
• College, vocational schools	7
• Community/NP organizations	7
• Internal/corporate posting	5
• Signs at the store/office	4
• Through the main office	4
• State/city job placement agencies	4
• Temporary employment services	2
• Headhunters	2
• Walk-in	2
• Do nothing	2
• Web site	1
• Radio	1
• Job fairs	1
• No response	7

**Q. Would you like further information on working with job placement agencies in Phillips?**

• Yes	41
• No	26
• Maybe	17
• No response	13

**Q. Does your organization have apprenticeship or internship programs?**

• Yes:	27
♦ Internship for college students	7
♦ Internship for high school students	2
♦ Adults	2
♦ Youth and adults	2
♦ Unions	1
♦ Nursing assistants	1
♦ Medical professionals	1
♦ Non paid	1
• No:	62
• No response:	8

**Q. Is your organization interested in participating in apprenticeship programs through job placement agencies in Phillips?**

- Yes 19
- Maybe 20
- No 36
- No response 21

***BUSINESS ACTIVITIES***

**Q. What are the three primary products or services your organization purchases to operate your activities?**

**Q. Where/which area does your organization purchase supplies?**

- Office supplies from: 35
  - ♦ Phillips 7
  - ♦ TC 25
  - ♦ Outside TC 1
  - ♦ University of Minnesota 1
- Food items from: 17
  - ♦ Phillips 2
  - ♦ Twin Cities (TC) 15
  - ♦ Outside TC 2
- Computer supplies from: 9
  - ♦ Phillips 1
  - ♦ TC 5
  - ♦ Outside TC 2
- Medical supplies from: 8
  - ♦ TC 5
  - ♦ Suburbs 1
  - ♦ Outside TC 3
- Drug supplies from: 4
  - ♦ TC 2
  - ♦ Outside TC 3
- Machine/auto parts from: 4
  - ♦ Phillips 2
  - ♦ TC 1
  - ♦ Outside TC 1
- Cleaning supplies from: 4
  - ♦ Phillips 1
  - ♦ TC 4

• Printing supplies from:		3
♦ Phillips	1	
♦ TC	2	
♦ Outside Minnesota	1	
• Maintenance supplies from:		3
♦ Phillips	1	
♦ TC	3	
• Construction materials		3
♦ TC	2	
♦ Outside TC	1	
• Steel from:		3
♦ TC	2	
♦ Outside TC	1	
• Hard equipment from TC		3
• Laboratory supplies from TC		2
• Photo supplies from TC		2
• Baskets & cartons from:		2
♦ TC	1	
♦ Outside TC	1	
• Plumbing supplies		2
♦ TC	1	
• Cheap metal from TC		1
• Silica sand from outside TC		1
• Moving equipment from TC		1
• Packing materials from TC		1
• Shipping supplies from TC		1
• Theatrical lighting supplies from outside TC		1
• Art supplies from TC		1
• Plants, flowers, floral supplies from TC		1
• Wigs from abroad		1
• Beauty supplies from outside Minnesota		1
• Fabric supplies from outside Minnesota		1
• Lamp materials/parts from outside TC		1
• Cigarettes from outside TC		1
• Diapers from outside TC		1
• Toys/preschool supplies from in/outside TC		2
• Books from outside TC		1
• Furniture		2
♦ Outside TC	1	
• Appliance and jewelry from outside TC		1
• Clothing		1
• Rent		2

• Utilities from:		4
♦ TC	3	
♦ Outside TC	1	
• Truck rental from TC		1
• <b>Printing services from Phillips</b>		<b>5</b>
• Subcontractors from TC		1
• Consulting service		1
• Income tax services from TC		1
• Bookkeeper from TC		1
• Waste removal services from TC		1
• Optical supplies outside TC		1
• Retail inventory from outside TC		1
• Food service contract from TC		1
• No response		2

**Q. Where are primary customers or clients of your organization located?**

• Within Phillips:	37	
♦ Individual consumers		32
♦ Organizational consumers		2
♦ Retailers		1
♦ Wholesalers		1
♦ Members		1
• Outside Phillips:	56	
♦ Individual consumers:		52
* Metro area	6	
* Hennepin County	1	
* Everywhere	11	
♦ Organizational consumers		1
♦ Retailers		2
♦ Wholesalers:		2
• Outside MN	1	
• No response	8	

**Q. Where are your main competitors located?**

• Within Phillips	14	
• Outside Phillips	59	
♦ Twin Cities/Metro Area		51
♦ Outside TC		7
♦ Nationwide		3
♦ Abroad		1

- No competitors 17
- No response 10

**Q. Are you involved with neighborhood business associations?**

- Yes: 35
  - ◆ Bloomington-Cedar-Lake Commercial Club 14
  - ◆ Lake Street Council 13
  - ◆ Franklin Avenue Business Association 12
  - ◆ POP (Economic Justice) 8
  - ◆ Chicago-Lake Business Association 5
  - ◆ PCDC (Job Bank) 6
  - ◆ Rotary Club 3
  - ◆ Block Club 3
  - ◆ Fourth and Lake 1
  - ◆ 21st and Lake 1
  - ◆ MDCA 1
  - ◆ 2700 Bloomington Club 1

Reasons:

- \* Community support/involvement 14
- \* Near/at the meeting place 2
- \* To improve business/economic environment 2
- \* To share community interests/concerns 1
- \* To seek solutions for common concerns 1
- \* Information 1

- No involvement 44
- Unknown 1
- No response 17

**Q. Do you know other organizations in Phillips which provide or produce similar services or products to yours?**

- Yes: 35
  - ◆ Talk to them regarding: 25
    - \* Marketing 5
    - \* Training of workers 4
    - \* Purchase of inputs 4
    - \* Product development 4
    - \* Client referral 3
    - \* Work together 1
    - \* Specific programs 1



\* Job opening

1

◆ Do not talk to them

10

- No 58
- No response 5

**Q. Do you know why your organization was established in Phillips?**

- Established before the Phillips Neighborhood was formed 13
- Affordable property/rent 4
- Availability of facilities 1
- Close to downtown 6
- Busy location and transit access 2
- Central location from suburbs 2
- Proximity to hospitals 8
- Close to the parent company 3
- To serve for the population/neighborhood in need 13
- Commitment to the neighborhood revitalization 1
- Existence/close to individual/organizational customers/clients 9
- Used to be Phillips residents/grew up in Phillips 4
- Phillips residents 2
- No competition 1
- MDCA incentives 1
- Good place for supply of unskilled labor 1
- The office happened to be located in Phillips 1
- Thought business would stay in the city 1
- Formally employed by Honeywell 1
- Area zoned for the cabinet shop 1
- Bought an existing business 1
- Good and viable community and neighborhood 1
- A Jewish wealthy man built it for his sick wife in 1966 1
- Leaned that we could create jobs & businesses out of garbage 1
- Historical 1
- Printing broker used to be here 1
- Unknown 9
- No response 2

**Q. What do you think are the advantages and disadvantages of locating your organization in Phillips?**

**Advantages:**

- Central location/close to serving the target population 18
- Central location 14

• Close to downtown	6
• Good access to transportation	4
• Easy access to highways and the airport	5
• Convenient location for the business	6
• Close to medical services and institutions	5
• Close to home	2
• Affordable property or rent	5
• Support from PCDC	1
• To hire Phillips residents	2
• Good access to (diverse) employment base	2
• Familiarity to the neighborhood	2
• The residential area	1
• Most people are good	1
• People work together to face issues	2
• Nice and hard working customers	1
• Many people	1
• Huge walking traffic volume	1
• Economic viability	1
• Potential to grow and expand	1
• No competition in walking distance	1
• Get opportunities to participate in the neighborhood growth	1
• High spirits of the neighborhood	1
• Better than Dinky town	1
• None	7
• No response	24

#### Disadvantages:

• High crime area (vandalism, robbery, etc.)	34
♦ Shoplifting	2
• Safety/security concerns:	15
♦ for (walk-in) customers	5
♦ for traffic	2
• Drunk, drug, prostitution	6
• Negative perception of Phillips:	19
♦ Fear of the customers/clients toward Phillips	7
♦ Fear of the employees toward Phillips	2
♦ Difficult to obtain property insurance	1
• Tough neighborhood	5
♦ Many businesses nearby are closing down	1
♦ Only one retail store in the area	1
• Poverty/low income area	4

- Deterioration of economic viability 2
- Difficult to find a safe space with good access to transportation 1
- Land locked/cannot expand 2
- Cannot expand the building due to "grandfather clause" 1
- Deterioration of the neighborhood 2
- Lack of qualified applicants 1
- Lack of good paying lower skilled jobs 1
- Limited parking 3
- Internal politics in Phillips 1
- None 8
- No response 12

**Q. Have you ever experienced difficulties getting loans from banks or the MCDA?**

- Yes: 14

Reasons:

- ◆ Bad credit 2
- ◆ Rejected by PCDC 2
- ◆ Not enough business experience or have not been in business long enough 1
- ◆ Self employment sometimes does not show income 1
- ◆ Size of loan needed was too small, poor balance sheet 1
- ◆ MCDA took about 2 years to close 1
- ◆ Bank merger 1
- ◆ Had to do with potential pollution of the surrounding area. Finally bailed out. 1
- ◆ Require all owners and spouses to sign, do not understand cooperative structures 1
- ◆ When purchasing the building, no banks did the loan, but finally got the SBA loan 1
- ◆ Discrimination against minority business to hinder the growth and capitalization 1
- No 71
- No response 13

**Q. Would you be interested in coming to community training centers to talk to youth and other participants about your business?**

- Yes 21
- Maybe 22
- No 18
- No response 36

## ***FUTURE PERSPRCETIVES***

**Q. Do you think that your organization will expand in the next 10 years?**

**Q. Does your organization plan to increase its production or service volume?**

**Q. Does your company plan to produce new products or services?**



- Expand: 49
  - ♦ In sales volume 48
  - ♦ Add new business 25
  - ♦ Move out of Phillips 1
- Decrease: 7
  - ♦ Closing down soon 1
- Stay same: 9
- Unknown: 32
  - ♦ depends on political climate 1
  - ♦ depends on heavy industry & market forces 1
  - ♦ depends on funding and volunteers 1
  - ♦ depends on grants and contracts 1
  - ♦ depends on "post"-Sears 1
  - ♦ depends on funding 2
  - ♦ will move out to Northeast MPLS 1
  - ♦ May move out of Phillips 1

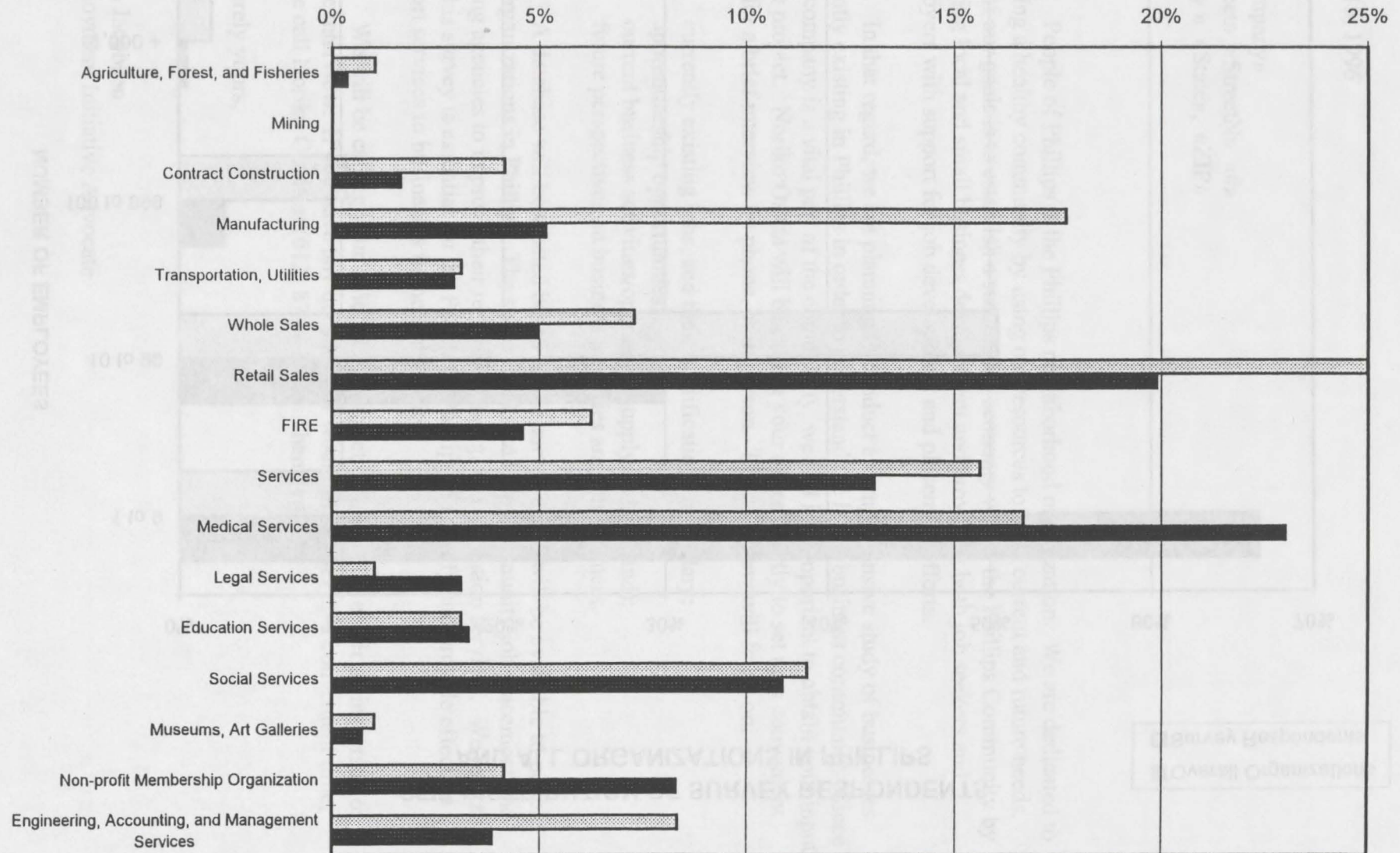
**Q. Are you planning to hire more people?**

- Yes: 50 employees
  - ♦ Custodial 2 +
  - ♦ Customer Service Representative 30
  - ♦ Computer instructors unknown
  - ♦ Computer operators 21 +
  - ♦ Driver some
  - ♦ Labor 35 +
  - ♦ Manufacturing 30
  - ♦ Sewing unknown
  - ♦ Carpentry or cabinet producer a few
  - ♦ Butcher 2
  - ♦ Services some
  - ♦ Youth store trainees 20 +
  - ♦ Adult trainees 4 +
  - ♦ Sales 12 +
  - ♦ Cook 1
  - ♦ Bartending 2 - 3
  - ♦ Counselor 1
  - ♦ Clerical/office assistant 7 +
  - ♦ Office assistant speaking English/Vietnamese 2

◆ Nursing assistant	10 +
◆ Nurse, therapist, home care attendant	unknown
◆ HHA	unknown
◆ Social service workers	unknown
◆ Social service	some
◆ Floral design & sale	1
◆ Research assistant, child care, program coordinator	unknown
◆ Managerial	2
◆ Professional	9 +
◆ Certified nurse	many
◆ Editor	1
◆ Writer	1
◆ Travel agents	a few
◆ Sales and others, if sale increases substantially	unknown
◆ Technician	3 +
◆ Screenprinting	unknown
◆ Insurance sales and marketing	1
◆ Music teachers	many
◆ Education related jobs	unknown
◆ Teacher	1
◆ Educational coordinator	unknown
◆ Graphic design and printing support	14
◆ Skilled people	some
◆ Unskilled people	some
• No	25
• Unknown	10
• No response	2

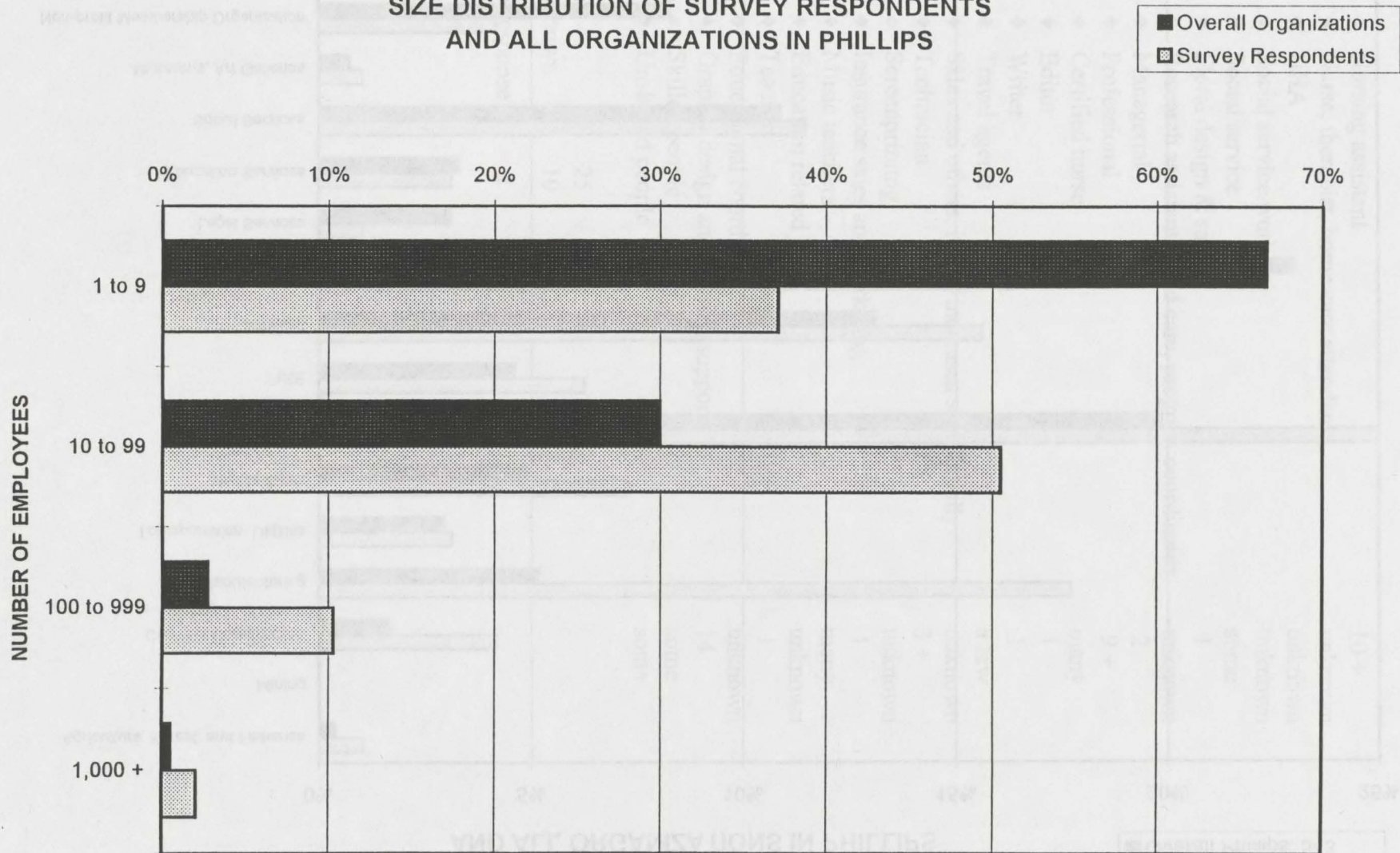
# SECTOR DISTRIBUTION OF SURVEY RESPONDENTS AND ALL ORGANIZATIONS IN PHILLIPS

 Survey Respondents: 96  
 Overall Phillips: 543



## APPENDIX E continued

### SIZE DISTRIBUTION OF SURVEY RESPONDENTS AND ALL ORGANIZATIONS IN PHILLIPS





PEOPLE OF PHILLIPS

July 15, 1996

«Company»  
«Street» «StreetN» «#»  
«City » «State», «ZIP»

Dear

People of Phillips is the Phillips neighborhood organization. We are dedicated to building a healthy community by using our resources to meet current and future needs. One of our goals is to establish a sustainable economy within the Phillips Community by assisting local and small business development and providing both job seekers and employers with support for job development and placement efforts.

In that regard, we are planning to conduct a comprehensive study of businesses currently existing in Phillips in order to understand the local business community. Since your company is a vital part of the community, we feel it is important to obtain your input in our project. Noriko Osada will be calling your office shortly to set up a convenient time for a brief interview by phone, or in person. The interview will focus on:

- 1 currently existing jobs, and their qualifications and salary;
- 2 apprenticeship opportunities;
- 3 current business activities/operation (supply and demand);
- 4 future perspectives on business activities and employment.

A database will be created based on the survey and it will be available to people and organizations in Phillips. The survey will also help community job placement and training agencies to improve their referral, training, and education services. We realize that this survey is essential for the People of Phillips to identify and provide effective support services to businesses in the community.

We will be calling your office shortly to set up a time for either an in-person or phone interview. If you have any questions or would like to set up a convenient time, please call Noriko Osada at (612) 874 - 1711. Thank you.

Sincerely yours,

Carla Jacobson  
Employment Initiative Advocate



## QUESTIONNAIRE OF THE PHILLIPS BUSINESS SURVEY (for In-person)

The purpose of this survey is to create a database of business activities and employment information to tell us what currently exists within the Phillips Community.

The result of this survey is open to anyone in Phillips.

Total number of questions in this survey is about 30, taking approximately 15 to 20 minutes.

### Available data:

Name of Company/Organization: \_\_\_\_\_ SIC: \_\_\_\_\_

Address: \_\_\_\_\_ ZIP: \_\_\_\_\_ Phone: \_\_\_\_\_

Key Person \_\_\_\_\_ Year of Foundation: 19 \_\_\_\_\_

Credit code indicator: \_\_\_\_\_ Type of Location: \_\_\_\_\_ Sale Volume: \_\_\_\_\_ # of employees: \_\_\_\_\_

### A. INTRODUCTORY QUESTIONS

Your name: \_\_\_\_\_

Your position in the company/organization: \_\_\_\_\_

Q1. Could you briefly explain what does your company/organization mainly provide/produce?

Main product/services: \_\_\_\_\_

\_\_\_\_\_

### B. EMPLOYMENT ☆☆

In order for POP and job placement and training agencies to provide better referral, training, and education services, we would like to ask you about existing position within your company.

#### Job categories:

Q2. How many employees does your company/organization have? \_\_\_\_\_

☐ Full-time: \_\_\_\_\_ employees, ☐ Part-time: \_\_\_\_\_ employees

Q3. Did the # of employees increase, decrease, or stay same over the past 5 years?

☐ Increased ☐ Decreased ☐ Stayed same

\*Why? \_\_\_\_\_

For small businesses:

Q3.1. Do you employ only family including relatives?

☐ Yes → Why? \_\_\_\_\_

☐ No

↓

Q3.2. Are they the people whom you have known before you hired them?

☐ Yes → SKIP TO BUSINESS OPERATION SECTION ☐ No

Q4. About your employees who are not family members or friends, how many of them are doing the following jobs? Please choose them from this list.

1. Manufacturing			2. Driver:		
3. Custodial:			4. Healthcare:		
5. Sales:			6. Clerical/office		
7. Computer:			8. Professional:		
9. Managerial:			10. Shipping/warehouse:		
11. Laborer:			12. Social service worker:		
13. Service:			14. Others:		

Q5. Approximately what percentage/how many of them are at entry level? \_\_\_\_ %/ \_\_\_\_ #

**GO TO THE SEPARATE SHEET FOR QUESTION 6 & 7**

**General:**

Q8. How does your company/org. decide on salary raises and promotions?

\_\_\_\_\_.

Q9. Does your company/org. have performance reviews?

☐ Yes → How often? \_\_\_\_ Months or \_\_\_\_ year ☐ No

***Working hour/shifts:***

Q10. Does your company have more than one shift?

☐ Yes → \_\_\_\_ shifts ☐ No

***Benefits:***

Q11. What benefits does your company/org. offer?

Health, Dental, Hospital, Life, Educational, Vacation, Retirement

***OJT training/support for education/training:***

Q12. Do you provide any training for the jobs?

☐ Yes ☐ No

↓

What training? \_\_\_\_\_.

***Turnover rates:***

Q13. If any, which jobs in your company have a high turnover rate? \_\_\_\_\_.

\*Why? \_\_\_\_\_.

\*If any, what do you do to keep it lower? \_\_\_\_\_.

**Unions:**

Q14. How many of your employees are Union members? \_\_\_\_\_. ☐ None

\* What Unions are represented at your company? (get a list of unions?)

**Family care (including child care)**

Q15. Has family care, or child care been an issue in hiring and/or retaining employees at your company/org?

1. Hiring: Yes / No

2. Retaining: Yes / No

(If s/he seems to be willing to talk more about child care, tell her/him about Oriane's child care survey and refer her/him to Oriane.)

**"Willingness" to hire the Phillips residents:**

Q16. If any, do you have any idea how many of your employees live in Phillips?

☐ Yes → # \_\_\_\_\_

☐ No (not sure)

Q17. What do you see are advantages or disadvantages to hiring Phillips residents?

Advantages: \_\_\_\_\_

\_\_\_\_\_

Disadvantages: \_\_\_\_\_

\_\_\_\_\_

**Hiring:**

Q18. How you go about hiring?

1. Put ads. in newspaper

2. Job placement agencies → name:

3. Word of mouth

Q19. Would you like further information on working with job placement agencies within Phillips?

☐ Yes

☐ No

☐ Maybe

**C. APPRENTICESHIP OPPORTUNITIES**

Q20. Several community agencies have apprenticeship/internship programs for youth as well as adults. POP is also interested in knowing if your company currently has apprenticeship available.

☐ Yes → Youth / Adult

☐ No

Q21. Is your company/org. interested in participating in apprenticeship programs at job placement agencies in Phillips? (or interns)

☐ Yes

☐ No

☐ Maybe

\* There may be money available to help supplement the salary.

#### D. BUSINESS OPERATION

POP has several programs/divisions which try to support local businesses (Business Associations, Economic development projects, the Credit Union, Theater, etc.) to maintain/improve its vital economic community. As the first step, we need to know more about your business activities and find out your needs to improve your operation.

##### Q22. *Backward linkage (relationship with suppliers):*

**Manufacturing sector:** (1) What are your three primary inputs (raw materials, components, and machines)? (2) Where does your company buy them?

**Retailers/services providers:** (1) What are the three primary goods and services you purchase to operate your business? (2) Where does your company purchase them?

1. \_\_\_\_\_ from ☐ Phillips ☐ the TC ☐ Other (Greater MN/States/Abroad)

2. \_\_\_\_\_ from ☐ Phillips ☐ the TC ☐ Other (Greater MN/States/Abroad)

3. \_\_\_\_\_ from ☐ Phillips ☐ the TC ☐ Other (Greater MN/States/Abroad)

##### Q23. *Forward linkage:*

**Manufacturing:** Where does your company **primarily** sell your products?

**Retail/service:** Where are the **primary** customers/clients of your goods/services?

1. Direct to the Individual Consumer: Inside / Outside Phillips

2. Direct to the Institutional consumer: Inside / Outside Phillips

3. Direct to the Retailer: Inside / Outside Phillips

4. Direct to the Wholesaler: Inside / Outside Phillips

5. Other: \_\_\_\_\_

##### **Competition:**

Q24. Where are your main competitors located?

☐ Phillips ☐ the Twin Cities ☐ Others (Greater MN/ States/ Abroad) ☐ None

##### *Inter-firm corporation in Phillips:*

Q25. Are you involved with **neighborhood business association**?

☐ Yes → 1. Franklin Ave. Business Assoc. 2. Lake St. Council

3. Bloomington-Cedar-Lake Commercial Club 4. Chicago-Lake Bus. Assoc.

5. Fourth & Lake 6. 21st & Lake 7. MCDA 8. PCDC (Job Bank)

9. POP Economic Justice 10. Rotary Club 11. Other: \_\_\_\_\_

☐ No

\* Why joined? \_\_\_\_\_

Q26. Do you know other companies in Phillips which produce/provide similar products/services?  
(We have found # of companies doing similar business as yours.)

☐ Yes

☐ No

↓

\* Do you exchange ideas or discuss issues with them?

☐ Yes ( → if specify,

☐ No

1. Product development

2. Marketing

3. Training of workers

4. Purchase of inputs

5. Other: \_\_\_\_\_ )

***Willingness to stay in Phillips:***

Q27. Why did you decide to establish your company in Phillips?

\_\_\_\_\_

Q28. What do you think are the advantages and disadvantages of locating your company in Phillips?

Advantages: \_\_\_\_\_

\_\_\_\_\_

Disadvantages: \_\_\_\_\_

\_\_\_\_\_

***Access to credit/financial institutions:***

Q29. Have you ever experienced difficulties getting loans from banks or MCDA?

☐ Yes → Please explain: \_\_\_\_\_

☐ No

***\*Willingness to be a role model:***

\*Q30. Would you be interested in coming to the community training centers to talk to youth and others about your business/organization?

☐ Yes

☐ No

☐ Maybe

**5. Concluding Questions: Future Perspective ☆☆**

Finally, I would like to ask you about your company's perspective in the next 10 years.

Q31. Do you think that your company/organization/sector will expand in the next 10 years?

☐ Yes

☐ No

☐ Unknown

Q32. Does your company plan to increase your production/services?

1. Increase → Go to \*

2. Unchanged

3. Decrease

4. Unknown → Go to \*

3. Does your company plan to produce new product/services in the future?

1. Yes → Go to \*    ☐ No    ☐ Unknown (depends on):

\* Are you planning to employ more people?

☐ Yes → by \_\_\_\_\_ → Go to Q35.    ☐ No    ☐ Unknown

☐ Decrease → by \_\_\_\_\_

\* What kind of jobs will they be and how many?

1. Manufacturin		2. Driver:	
3. Custodial:		4. Healthcare:	
5. Sales:		6. Clerical/office	
7. Computer:		8. Professional:	
9. Managerial:		10. Shipping/warehouse:	
11. Laborer:		12. Social service	
13. Service:		14. Others:	

Thank you very much for your cooperation!!

(Leave information on 1 page handout of Credit Union, Job placement agencies, JOBLINK, apprenticeship program, etc. Also, Job Fair in September!!)

# P

## PEOPLE OF PHILLIPS

August 1, 1996



# P

Dear

People of Phillips is the Phillips neighborhood organization. One of our goals is to establish a sustainable economy within the Phillips Community by assisting local and small business development and providing both employers and job seekers with support for job development and placement efforts.

In that regard, we are currently conducting a comprehensive survey of businesses existing in Phillips in order to better understand the local business community. Since your organization is a vital part of this community, we think it is important to ask for your participation in our survey.

A database will be created based on this survey and it will be available to people and organization in Phillips. The survey will also help community job placement and training agencies to improve their referral, training, and education services. We realize that this survey is essential for us to identify and provide effective support services to businesses in the community.

**As we talked on the phone, I enclosed you our survey of employment and business activities regarding your organization. Some of the questions may not be suitable for the nature of your activities. In that case, please note, "Not applicable," under the question. When you finish the survey, please mail it back to People of Phillips using the enclosed envelop. Even if you decide not to participate in this survey, please mail the survey back to us using the enclosed envelop.**

If you have any questions regarding the survey, please call me at (612) 874-1711. Thank you very much for your time and assistance.

Sincerely yours,

Noriko Osada

## QUESTIONNAIRE OF THE PHILLIPS BUSINESS SURVEY (Mail)

The purpose of this survey is to create a database of business activities and employment information to tell us what currently exists within the Phillips Community. The result of this survey is open to anyone in Phillips. If you are uncomfortable with the question, please leave it blank and go to next question. Thank you for your cooperation.

Name of your company: \_\_\_\_\_

Your name: \_\_\_\_\_ Your position: \_\_\_\_\_

Q. Please explain briefly what does your company/organization mainly provide/produce?

\_\_\_\_\_  
\_\_\_\_\_

### EMPLOYMENT

Q. How many employees does your company/organization have? \_

☐ Full-time: \_\_\_\_\_ employees ☐ Part-time: \_\_\_\_\_ employees

Q. Did the # of employees increase, decrease, or stay same over the past 5 years?

☐ Increased ☐ Decreased ☐ Stayed same

Why? \_\_\_\_\_

Q. Regarding your employees who are not family members or friends:

(1) how many of them are doing the following jobs?

(2) What are the qualifications (education, skills, and experience) required for them?

(3) How much is the starting salary or wage per hour for them?

Job categories :	How many?	Required qualifications	Wage or salary
Manufacturing			
Driver			
Custodial			
Clerical/Office Assistant			
Computer Operator			
Sales			
Shipping/Warehouse			
Labor			
Mechanic/Engineer			
Service			



Q. Approximately how many of them require little education, skills, or experiences? \_\_\_\_\_.

Q. How does your company/org. decide on salary raises and promotions?

\_\_\_\_\_.

Q. Does your company/org. have performance reviews?

☐ Yes → How often? Months or years ☐ No

Q. Does your company have more than one shift?

☐ Yes → \_\_\_\_\_ shifts ☐ No

Q. What benefits does your company/org. offer? Please circle them.

Health, Dental, Hospital, Life, Educational, Vacation, Retirement

Q. Do you provide any training for the jobs?

☐ Yes ☐ No

↓

What training and where? \_\_\_\_\_.

Q. If any, which jobs in your company have a high turnover rate? \_\_\_\_\_.

Why? \_\_\_\_\_.

Q. How many of your employees are Union members? \_\_\_\_\_. ☐ None

Q. Has family care, or child care been an issue in hiring and/or retaining employees at your company/org?

1. Hiring: Yes / No

2. Retaining: Yes / No

Q. If any, do you have any idea how many of your employees live in Phillips?

☐ Yes → # \_\_\_\_\_ ☐ No (not sure)

Q. What do you see are advantages or disadvantages to hiring Phillips residents?

Advantages: \_\_\_\_\_

Disadvantages: \_\_\_\_\_

- Q. How you go about hiring?
1. Put ads. in newspaper
  2. Job placement agencies → name:
  3. Word of mouth
  4. Other: \_\_\_\_\_.

Q. Would you like further information on working with job placement agencies within Phillips?

- ☐ Yes      ☐ No      ☐ Maybe

#### APPRENTICESHIP OPPORTUNITIES

Q20. Several community agencies have apprenticeship/internship programs for youth as well as adults. POP is also interested in knowing if your company currently has apprenticeship available.

- ☐ Yes → Youth / Adult      ☐ No

Q21. Is your company/org. interested in participating in apprenticeship programs at job placement agencies in Phillips? (or interns)

- ☐ Yes      ☐ No      ☐ Maybe

#### BUSINESS OPERATION

POP has several programs/divisions which try to support local businesses (Business Associations, Economic development projects, the Credit Union, Theater, etc.) to maintain/improve its vital economic community. As the first step, we need to know more about your business activities and find out your needs to improve your operation.

Q. What are the three primary goods and services you purchase to operate your business? And where does your company purchase them?

Our company purchases:

1. \_\_\_\_\_ from ☐ Phillips ☐ the TC ☐ Other (Greater MN/States/Abroad)
2. \_\_\_\_\_ from ☐ Phillips ☐ the TC ☐ Other (Greater MN/States/Abroad)
3. \_\_\_\_\_ from ☐ Phillips ☐ the TC ☐ Other (Greater MN/States/Abroad)

Q. Where are the **primary** customers/clients of your goods/services?

1. Direct to the Individual Consumer
2. Direct to the Institutional consumer
3. Direct to the Retailer
4. Direct to the Wholesaler

Q. Are your primary customers located inside or outside Phillips?

- ☐ Inside Phillips      ☐ Outside Phillips

Q. Where are your main competitors located?

- ☐ Phillips      ☐ the Twin Cities      ☐ Others (Greater MN/ States/ Abroad)      ☐ None

Q. Are you involved with **neighborhood business association**?

- ☐ Yes → Please circle ones you belong to: 1. Franklin Ave. Business Assoc.  
2. Lake St. Council 3. Bloomington-Cedar-Lake Commercial Club  
3. Chicago-Lake Bus. Assoc. 5. Fourth & Lake 6. 21st & Lake 7. MCDA  
8. PCDC (Job Bank) 9. POP Economic Justice 10. Rotary Club
- ☐ No

Why did you join them? \_\_\_\_\_

Q. Do you know other companies in Phillips which produce/provide similar products/services?

- ☐ Yes ☐ No

↓

Do you exchange ideas or discuss issues with them?

- ☐ Yes ( → if specify, 1. Product development 2. Marketing  
☐ No 3. Training of workers 4. Purchase of inputs  
5. Other: \_\_\_\_\_ )

Q. Why did you decide to establish your company in Phillips?

\_\_\_\_\_

Q. What do you think are the advantages and disadvantages of locating your company in Phillips?

Advantages: \_\_\_\_\_

\_\_\_\_\_

Disadvantages: \_\_\_\_\_

\_\_\_\_\_

Q. Have you ever experienced difficulties getting loans from banks or MCDA?

- ☐ Yes → Please explain: \_\_\_\_\_  
☐ No

Q. Would you be interested in coming to the community training centers to talk to youth and others about your business/organization?

- ☐ Yes ☐ No ☐ Maybe

#### Future Perspective

Q. Do you think that your company/organization/sector will expand in the next 10 years?

- ☐ Yes ☐ No ☐ Unknown

Q. Does your company plan to increase your production/services?

1. Increase 2. Unchanged 3. Decrease 4. Unknown

Q. Does your company plan to produce new product/services in the future?

1. Yes → Please go to \* ☐ No ☐ Unknown (depends on):

\* Are you planning to employ more people?

☐ Yes → by \_\_\_\_\_ → Please go to \*\* ☐ No ☐ Unknown

☐ Decrease → by \_\_\_\_\_

\*\* What kind of jobs will they be and how many?

---

---

---

**THANK YOU VERY MUCH FOR YOUR TIME AND COOPERATION!!**

**PLEASE MAIL THIS BACK TO PEOPLE OF PHILLIPS USING THE  
ENCLOSED ENVELOP.**